20

Soda Fountain
HANDBOOK

1942 EDITION

ONE DOLLAR

Don't forget

THIS NATIONALLY ADVERTISED EMBLEM ON YOUR CARRY-OUT CONTAINERS BUILDS CONSUMER CONFIDENCE IN YOUR FOUNTAIN

We use

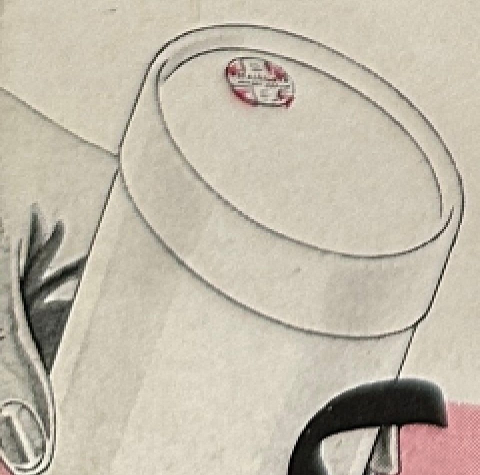
+ SEALRIGHT +
SANITARY SERVICE
for Your Protection

COPYRIGHT 1932
SEALRIGHT CO., INC.

A MAN IS KNOWN BY THE COMPANY HE KEEPS!

A FOUNTAIN IS JUDGED BY THE CONTAINER IT USES!

It's smart merchandising to build a reputation for quality — Nationally advertised Sealright Containers tell your customers that you have respect enough for the quality of your ice cream and fountain carry-outs to package them in containers which are tops for cleanliness and dependability.



Sealright **CONTAINERS**

SEALRIGHT CONTAINERS SUPPLIED BY L
PAPER SUPPLY COMPANIES EVERY

First Annual

SODA FOUNTAIN HANDBOOK

★

Management Edition

★

"The first complete, cooperative educational program ever developed solely for Soda Fountain Owners and Managers."

★

MAL PARKS

Editor and Business Manager

★

Published by
HEARST MAGAZINES INC.
572 MADISON AVENUE
NEW YORK, N. Y.

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Foreword . . .

For the first time in the history of soda fountains, leaders in the industry have brought together their combined thinking and knowledge in this first edition of a course in soda fountain management that has been developed for you.

They have done their part. We have done our part. Now, you must do your part! Study, don't read, but study this HANDBOOK!

Study it to get ideas.
Study it to understand the fundamentals of management.
Study it so you can adapt it to your own soda fountain.

Absorb this knowledge. Because, within the covers of this book you will find practical answers by men who know how to solve the problems you run into every day. These men are members of the National Soda Fountain Advisory Board. Some of them are soda fountain owners like yourself. Some of them are responsible for country-wide chains operating hundreds of fountains. Some of them sell you the products you use on your fountain.

These supply company representatives have done more than just contribute time and knowledge. They have invested enough money to insure the success of your Soda Fountain Handbook Program. They have done this by buying space in which to bring you more educational facts about the products that make a profit on your soda fountain possible.

There are no advertisers in SODA FOUNTAIN HANDBOOK. They are Supply Company Cooperators without whose cooperation this program would have been impossible. But, this money was not enough. It costs money to grade your Examination forms. It costs money to run the Soda Fountain Institute and the National Soda Fountain Guild which are part of this program.

This extra money came from the sale of these books to your ice cream manufacturer. He, too, is interested in helping you make more money on your fountain.

All these people have done their job. We have done our job. Here it is—now, will you do your job?

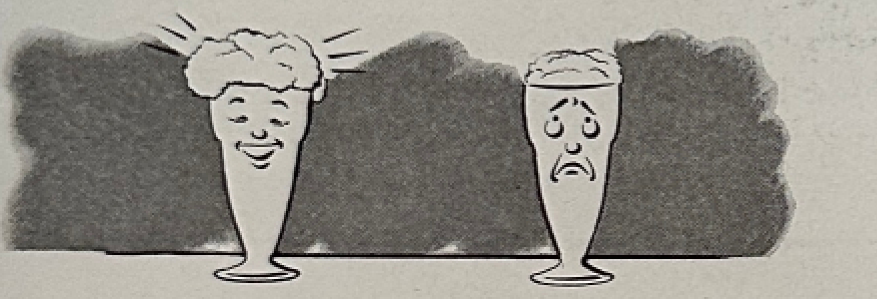
The Editors

Whadd'ye Mean...

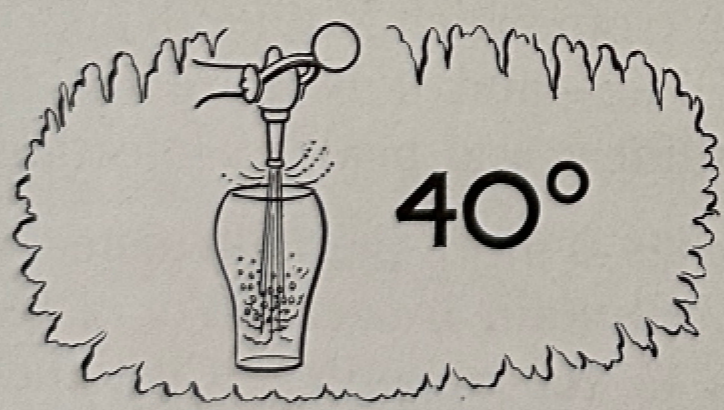
A FOUNTAIN SELLS WATER?

Just this: that water, carbonated water, is such a common ingredient that a fountain operator often overlooks the fact that it may be the most vital factor in the success of his business.

Take, for example, three of your most popular, profitable types of drinks—syrup drinks, sodas and fruit drinks. No matter how good their other ingredients, no matter how skillfully and carefully they are prepared, *their flavor is at the mercy of the water you use.* Properly cooled water holds a high volume of carbonation which improves the natural good flavor of a drink; flat water kills it!

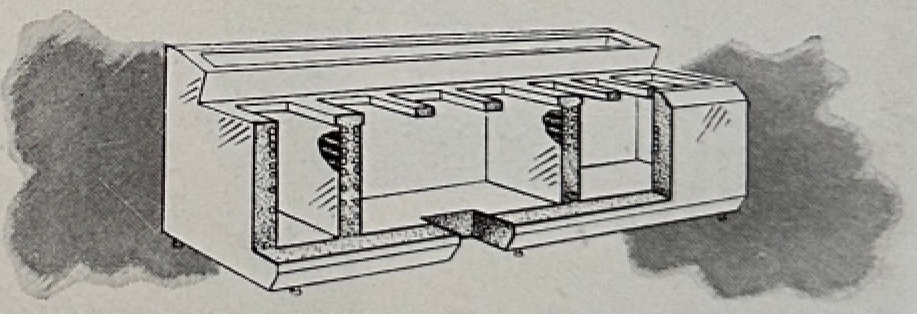


Look at it this way: The ice cream you use is the finest that advanced methods of manufacture can produce. Thousands of dollars have been spent in laboratory control and research to perfect its quality.



The syrups you use, too, are naturally the best and most flavorful you can obtain. But all this quality, all your care in mixing, can be destroyed by poorly carbonated water. Or, on the other hand, it can be intensified into a delightful drink with properly carbonated water which brings out every delicate shade of flavor.

The secret of ideal carbonation lies in cooling. That is why Brunswick developed its famous Instantaneous Cooling System, said by many to be one of the most important advances in cooling ever made in fountain equipment. This remarkable method maintains an unvarying temperature of 40° or less *at the draught head.* It delivers a constant supply of perfectly cooled, perfectly carbonated water that turns a *good* drink into a *superb* drink. Because cooling is instantaneous, the capacity of the cooler is tremendous. You can serve 275 carbonated drinks and 320 six-ounce glasses of plain water an hour *without losing a degree of temperature.*

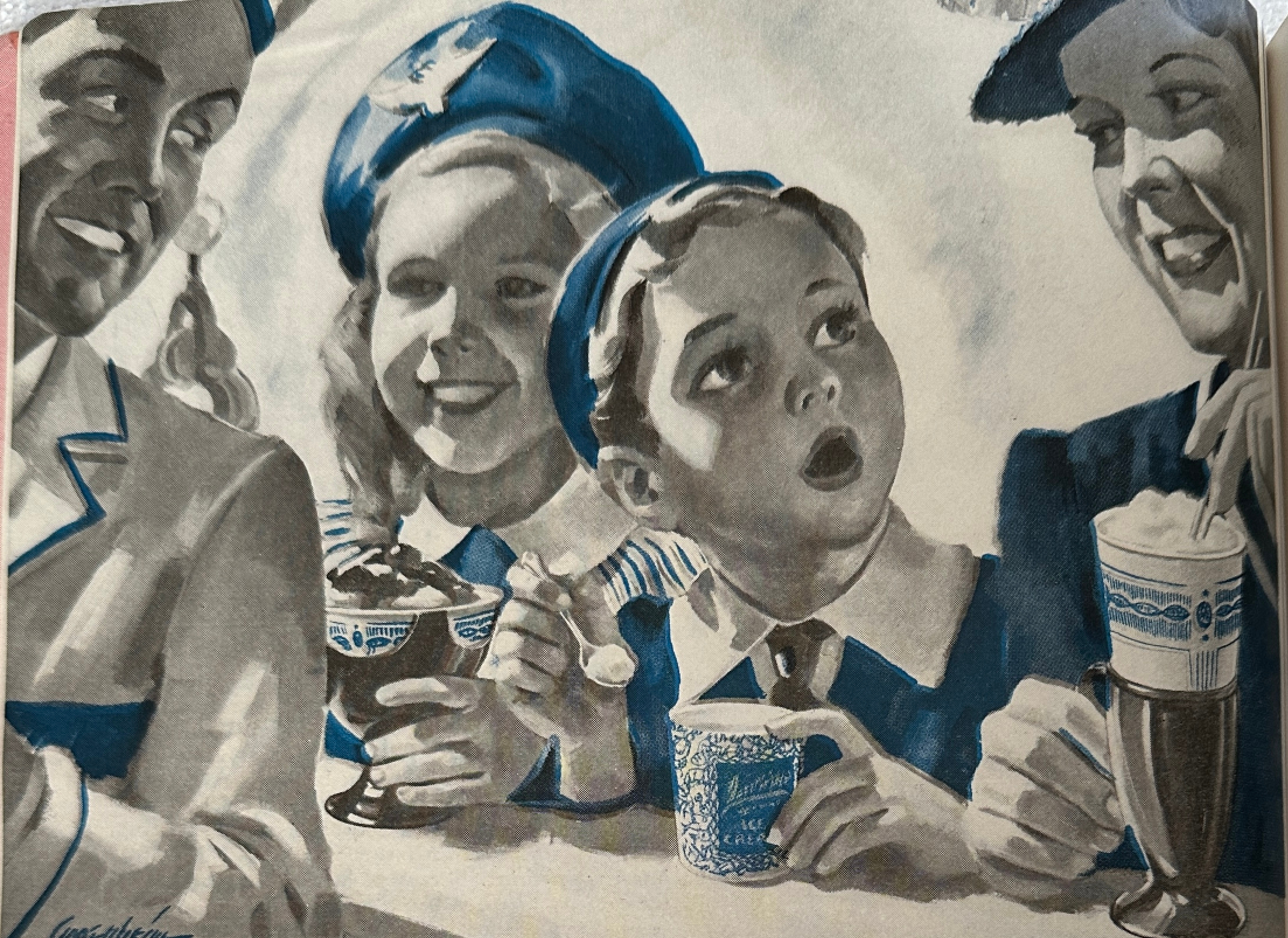


The same Brunswick engineers who created this cooling system also developed Dry Direct Expansion Refrigeration for Brunswick Soda Fountains. In this advanced method, the compartments, which are wound with seamless copper coils imbedded in thick insulation, are provided with a constant, uniform, dry cold that keeps ice cream in perfect condition. It is the only method that guarantees an 8° to 10° differential between bulk and brick compartments . . . so essential for storage of bricks and frozen novelties.

For complete information on Brunswick Soda Fountains, phone your local Brunswick representative —or drop a card today to the address below.

Brunswick SODA FOUNTAINS

THE BRUNSWICK-BALKE-COLLENDER CO., 623 South Wabash Ave., Chicago, Ill.
Manufacturers of Billiard and Bowling, Soda Fountain and Bar Equipment. Founded 1845



"Mommy, is yours a Dixie Cup, too?"

To youngsters a "Dixie" means a familiar five-cent cup filled with ice cream. To their parents it has come to mean the safest way for their children to enjoy ice cream—for they know the cup is clean.

Yes, the paper cup from which Mother drinks her soda today is also a Dixie—and it is there for the same reason . . . cleanliness and health protection.

But service in Dixies is more than altruism—it's good business for the fountain owner. For a fountain's biggest appeal is to the appetite. Customers come thronging in, seeking something that **tastes good.** Visible evidence of cleanliness speaks louder than words—sharpens that appetite appeal.

Dixie Cups are enabling fountains to make 100% capital of the sales appeal of cleanliness . . . to bring in more customers . . . and more profit!

"It tastes better when you KNOW the cup is clean."

DIXIE

DIXIES ARE IMPROVING FOUNTAIN SERVICE

"Over the Counter"

A better clean-service program. Dixies provide a fool-proof means of insuring customers a clean drinking utensil. No chance of giving a customer a poorly washed glass . . . cloudy, lipstick smudged, or more important still, unsanitary.

Adequate service for any rush demand. No shortage of service during rush hours. Dixie Cups take less space. They're always on hand — ready to use.

Less unproductive space. Dixies themselves require no dishwashing facilities—less back-bar space. This means less crowding, more usable space for service. Also less unproductive labor.

Fountain can be kept neater—more appetizing. Less unsightly dishwashing at fountains. Dishwater only for spoons, can be kept clean—spoon sterilization is quick and takes but little room.

Health protection positive. There's no question of contagion exposure . . . for Dixies are used but once and thrown away. They meet the requirements of all State health laws and regulations.

Clerks like Dixies. Clerks soon discover that serving in Dixies, speeds up their work . . . while making their work simpler and less fatiguing.

Serve more customers. Speeding up rush hour service means taking care of more customers within a given period. More profitable use of the same seating capacity . . . more profit on the operation.

"Carry Out"

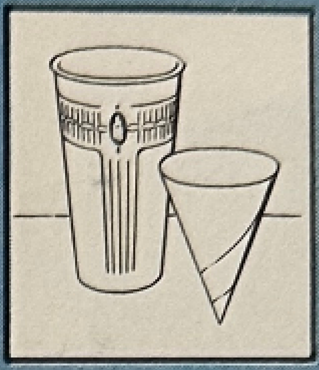
Dixie Cups are convenient. They are a practical means of establishing a send-out service. Sizes and types for carry-outs are available for send-out drinks and lunches, and bulk ice cream packing.

Dixie Cups convey assurance. The name Dixie has become so well known as a symbol of cleanliness that good-will accompanies every delivery you make in Dixies.

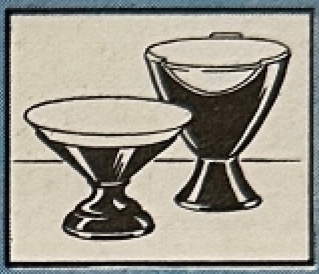
Five Cent Ice Creams

Ice Cream Dixies build bulk volume. These popular 5c cups of ready-packed topgrade ice cream carrying Brand identification are, in effect, a profitable method of sampling the Brand of ice cream you carry. They invite family trade in bulk or larger packages.

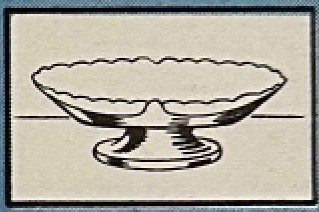
DIXIE CUPS and VORTEX CUPS are made at Easton, Pa., Chicago, Ill., Darlington, S. C. and Toronto, Can.



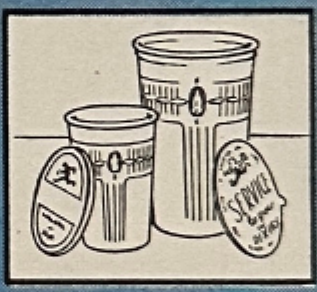
Cups for sodas, water and carbonated drinks, in all sizes including jumbo cups for malteds and other milk drinks. Available in both flat bottom and cone shapes, with attractive holders.



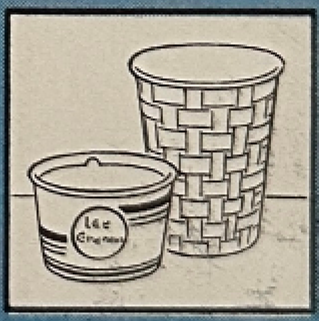
Sundae dishes, both cone shaped and flat bottom. Fit into stream-lined holders.



Larger paper dishes to take banana splits and other specials.



Carry-out containers, with seated or snap-on lids, in all sizes . . . for cold drinks, desserts, salads, etc. Also heavy-duty containers for hot drinks.



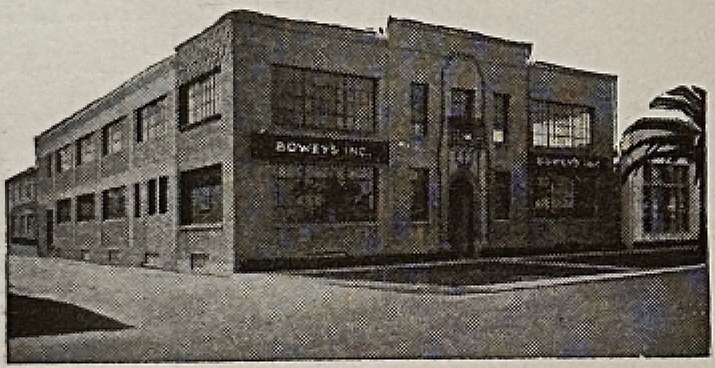
Attractive containers in appropriate designs for packing ice cream, salads, and other foods.

The Dixie Line is the complete Fountain Line . . . embracing both flat bottom and cone shape cups and containers.

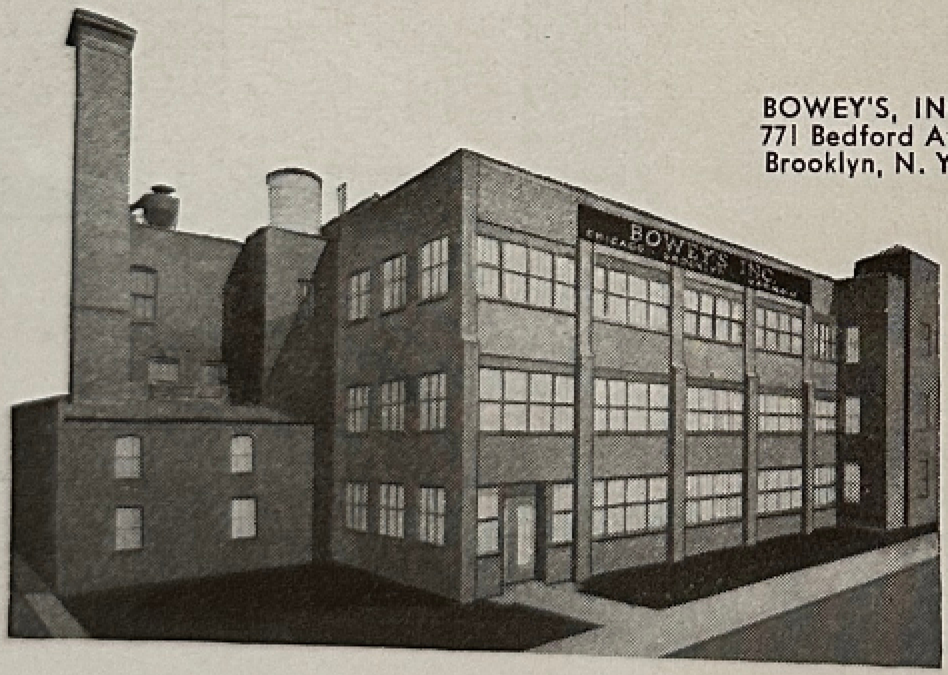
CUPS

3 BUSY BOWEY PLANTS *Serving You!*

BOWEY'S, INC.
401 W. Superior Street
Chicago, Ill.



BOWEY'S, INC.
California Factory,
4368 District Blvd.
VERNON, CALIF.
(Suburb of Los Angeles)



BOWEY'S, INC.
771 Bedford Avenue
Brooklyn, N. Y.

Helping America's leading Soda Fountains and Ice Cream Makers build enviable local reputations for always serving the *best*, has been BOWEY'S privilege for almost half a century.

Whether it's De Luxe Products for Soda Fountain use or for making Ice Cream, BOWEY'S have just what *your customers* like.

SODA FOUNTAIN PRODUCTS

- FOUNTAIN **DARI-RICH** CHOCOLATE FLAVORED SYRUP FOR SODAS, SUNDAES, MALTEDS
- Hot Chocolate Powder
- Chocolate Products
- Fudge Toppings
- "Old Style" Root Beer Syrup
- Crushed Fruits
- Concentrated Fruit Syrups
- Ready-to-Serve Fruit Syrups
- Marshmallow
- Extracts
- Colors

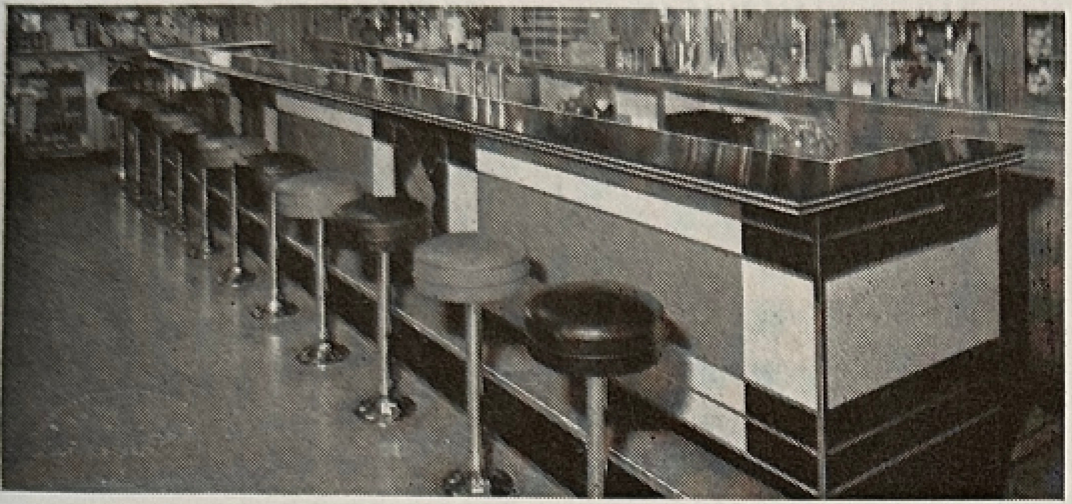
ICE CREAM PRODUCTS

- Pure Vanillas
- Imitation Vanillas
- Chocolate Products
- Ice Cream Fruits and Nut Specialties
- True Fruit Extracts
- Imitation Fruit Extracts
- Ice Cream Extracts and Flavors
- Creme Flavors
- Water Ice Acid
- Colors

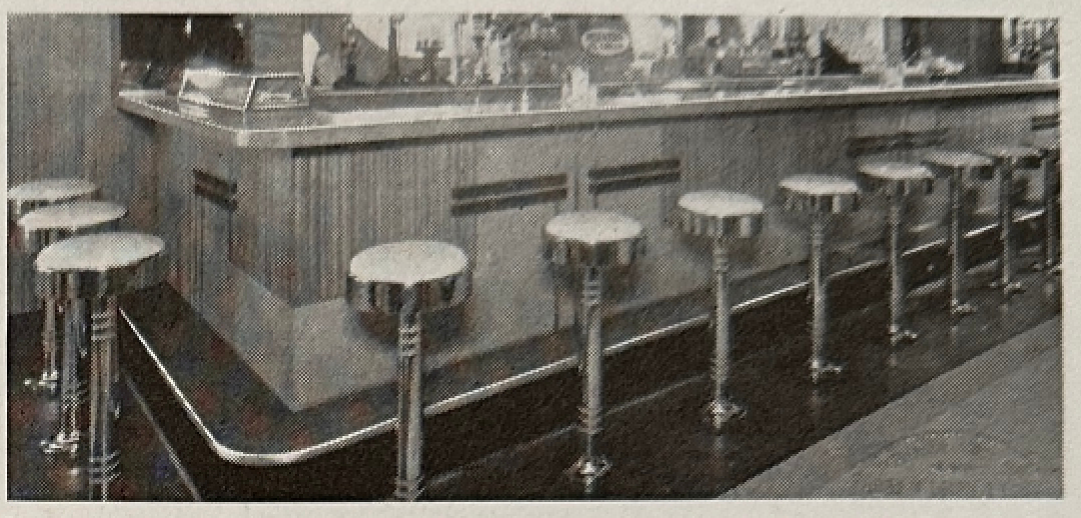
Since 1895

BOWEY'S, INC.

Colorful, SPOT-PROOF, CHIP-PROOF, FOUNTAIN COUNTERS!



- A highly colorful inlaid counter by Robert M. Green & Sons in the Noel Hotel Drug Store at Nashville, Tenn.

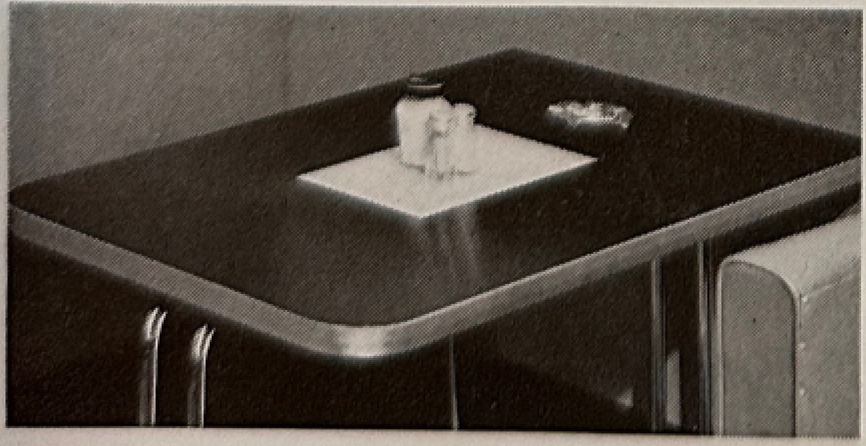


- An attractive inlaid Formica counter by the Robert M. Green & Sons Co., Philadelphia, installed in Sealfon's Pharmacy, Washington.

- A large fountain installation in a chain store at Springfield, Mass., by the Liquid Carbonic Corp.

- Large curved counter with bays installed in a Dallas Chain Store by Liquid Carbonic Corp.

- A handsome black and silver fountain installed by the United American Soda Fountain Company in the Colonial Pharmacy, Orlando, Fla.



- A Formica table top of a type that is widely used in booths and on tables installed in connection with Soda Fountains.

FORMICA fountain counters have been extremely popular with operators all over the United States in recent years because of an unusual combination of qualities: they may be made in any color or combination of colors and original designs make it possible for every installation to be individual and different from all others.

The material is very sanitary and easy to keep clean. It has a warm, pleasant, clean touch to match its exceptional eye-attraction. It is chemically inert and does not spot with fruit acids, alcohol or other common liquids. It is not brittle and will not chip or crack. It is very hard and durable. It may be cigarette proof.

Formica can be made in curved or irregular shapes to fit curved and irregular spaces and to provide the maximum amount of seating capacity for a given space. It is used in small drug store counters and also for counters hundreds of feet long for large lunch rooms.

It is moderate in first cost, and requires no maintenance. It is sold by all leading soda fountain manufacturers who equip the counters with their mechanical units. Literature with colors and design suggestions sent on request.

FORMICA

For Furniture and Fixtures

THE FORMICA INSULATION COMPANY, 4664 Spring Grove Ave., CINCINNATI, OHIO

Make Your Fountain Service More . . .
ATTRACTIVE . . APPEALING . . EFFICIENT . .

Milapaco
Lace Papers of Character

Your patrons remember HOW you serve as well as WHAT you serve! "Frame" your luncheons and dinners—at the counter or at the table—in the beauty of Milapaco Lace Paper Place Mats. They help you to higher checks, increased business . . . Afford "Showmanship" that people remember.

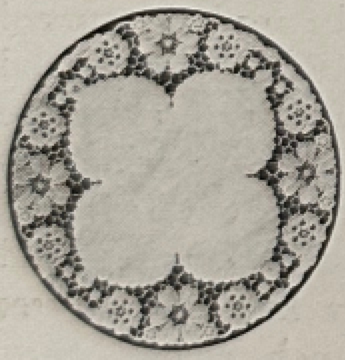
Milapaco Lace Paper has many practical and money-saving advantages. Improves your service — speeds up counter and table setting and clearing away—saves waitresses' time — provides individual sanitation that diners appreciate. And these benefits, plus savings in laundering expense, more than pay for the low cost of Milapaco Lace Paper Place Mats and Doilies.

★ Typical modern Fountain Service

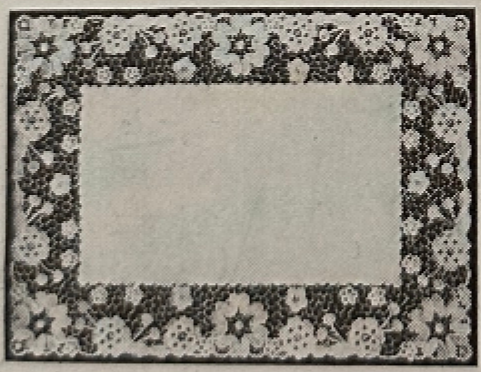
★ Improved with the final touch of elegance and good taste by Milapaco Place Mats.

★ Increase the appetite appeal of Ice Cream and Desserts with Milapaco Doilies.

Add "Individuality" and "Showmanship" to table service with Milapaco Lace Paper Place Mats.



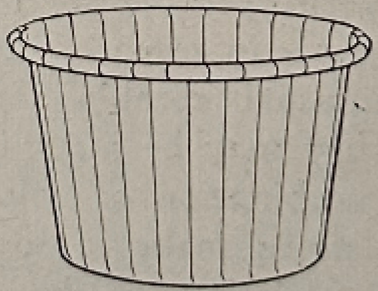
Milapaco "Cobwebbing" pattern Doilies—No. 30142—sizes: 5" and 8" diameter.

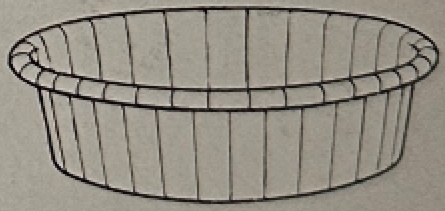


Newest and finest of Lace Paper Place Mats—Milapaco "Cobwebbing" Pattern . . . A triumph in artistic design and craftsmanship. No. 30542-51—9¾" x 13¾".

★ Ask your Jobber for Samples of many beautiful patterns of Milapaco Lace Paper Place Mats and Doilies—and for Souffle Cups, SHALLOW Jelly Dishes, and Napkins.

The Modern Way to attractive, economical "Portion Control" in Side Dish Serving . . .

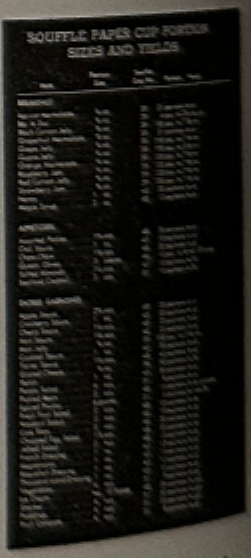




Milapaco Souffle Cups and SHALLOW Jelly Dishes.

Milapaco "Fine Plait" Cups . . . improve side dish serving—of jellies, jams, sauces, dressings, even vegetables and desserts. Made in eight handy sizes, ¾ to 6 ounce capacities, for every type of side dish.

Milapaco SHALLOW Jelly Dishes — makes small portions appear more generous. Easier to fill, easier to use. Made in three sizes—½, ¾, and 1 ounce capacities.

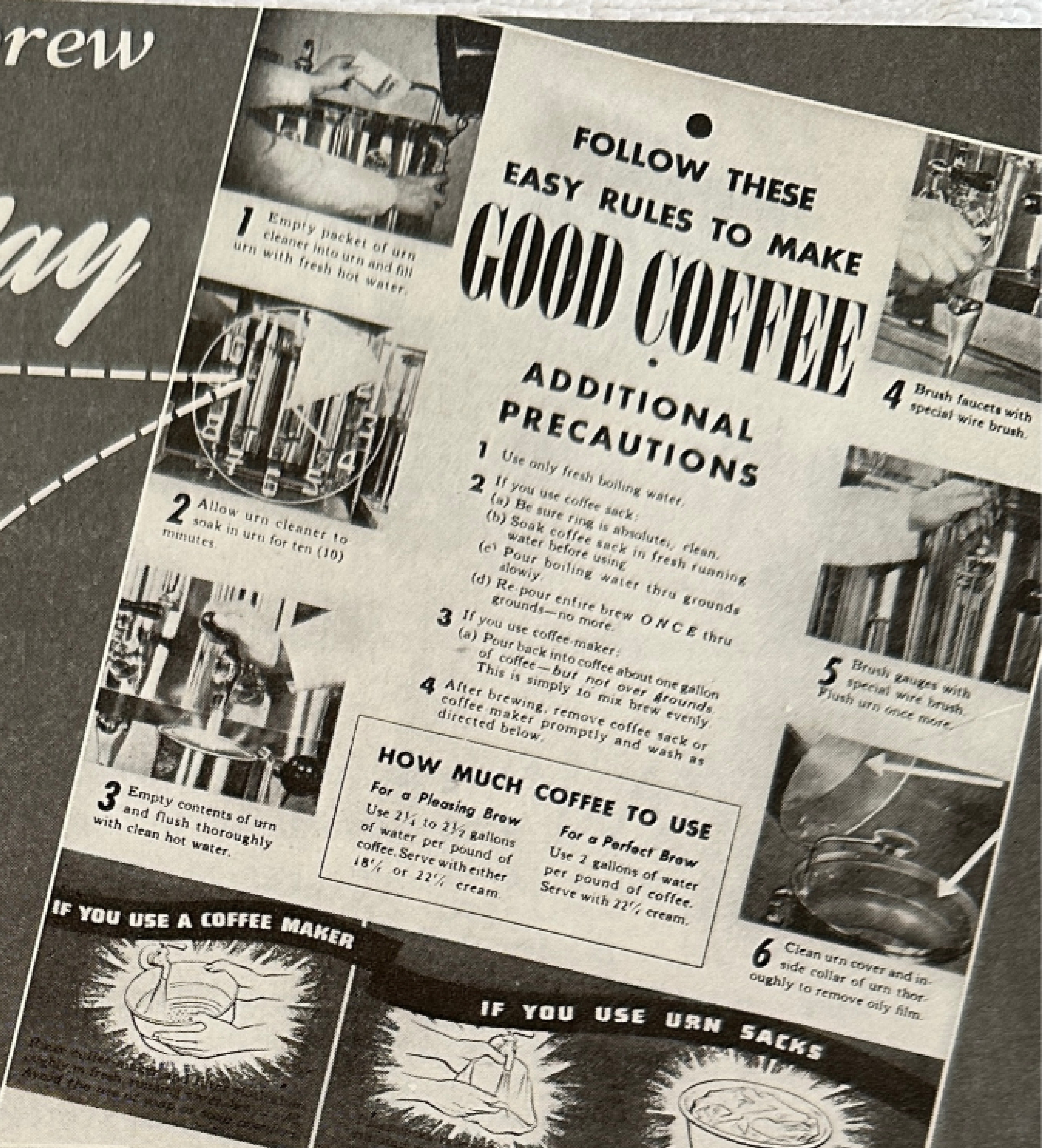


Milapaco Portion Control Chart. Tells the correct size cup for every product. Gives you Portion Yield and costs. Write for FREE copy.

Milapaco
Lace Papers of Character
REG. U.S. PAT. OFF.

MILWAUKEE LACE PAPER COMPANY
1306 East Meinecke Avenue Milwaukee, Wisconsin
Established in 1898

t's easy as ABC to brew good coffee the ontinental Way



FOLLOW THESE EASY RULES TO MAKE

GOOD COFFEE

1 Empty packet of urn cleaner into urn and fill urn with fresh hot water.

2 Allow urn cleaner to soak in urn for ten (10) minutes.

3 Empty contents of urn and flush thoroughly with clean hot water.

4 Brush faucets with special wire brush.

5 Brush gauges with special wire brush. Flush urn once more.

6 Clean urn cover and inside collar of urn thoroughly to remove oily film.

ADDITIONAL PRECAUTIONS

1 Use only fresh boiling water.

2 If you use coffee sack:
  (a) Be sure ring is absolutely clean.
  (b) Soak coffee sack in fresh running water before using.
  (c) Pour boiling water thru grounds slowly.
  (d) Re-pour entire brew ONCE thru grounds—no more.

3 If you use coffee-maker:
  (a) Pour back into coffee about one gallon of coffee—but not over grounds. This is simply to mix brew evenly.

4 After brewing, remove coffee sack or coffee maker promptly and wash as directed below.

HOW MUCH COFFEE TO USE

For a Pleasing Brew	For a Perfect Brew
Use 2¼ to 2½ gallons of water per pound of coffee. Serve with either 18% or 22% cream.	Use 2 gallons of water per pound of coffee. Serve with 22% cream.

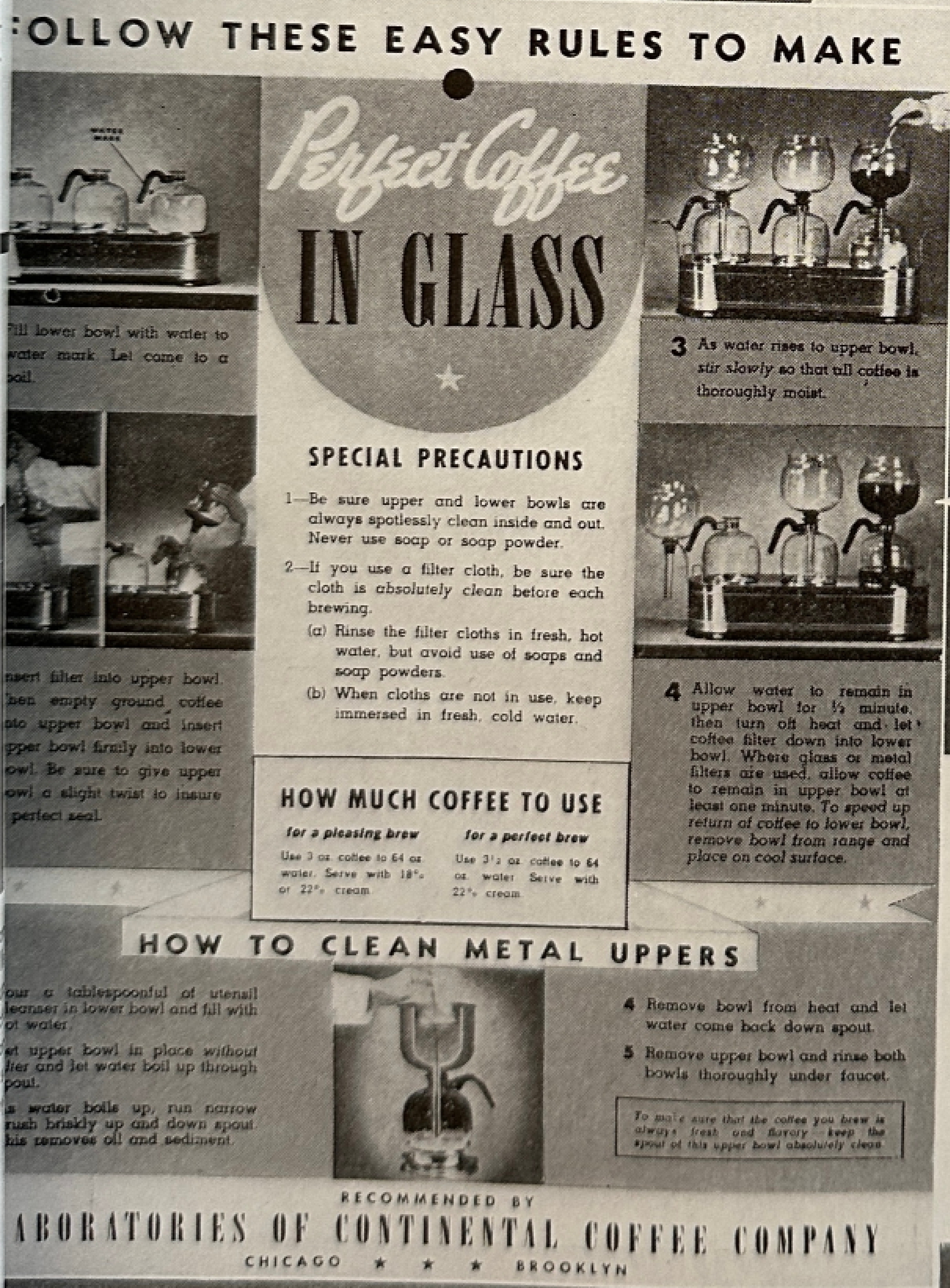
IF YOU USE A COFFEE MAKER

IF YOU USE URN SACKS

RECOMMENDED BY

ATORIES OF CONTINENTAL COFFEE COMPANY

CHICAGO • BROOKLYN



FOLLOW THESE EASY RULES TO MAKE

Perfect Coffee IN GLASS

ill lower bowl with water to
water mark. Let come to a
oil.

nsert filter into upper bowl.
hen empty ground coffee
nto upper bowl and insert
pper bowl firmly into lower
owl. Be sure to give upper
owl a slight twist to insure
perfect seal.

3 As water rises to upper bowl, *stir slowly* so that all coffee is thoroughly moist.

4 Allow water to remain in upper bowl for ½ minute, then turn off heat and let coffee filter down into lower bowl. Where glass or metal filters are used, allow coffee to remain in upper bowl at least one minute. *To speed up return of coffee to lower bowl, remove bowl from range and place on cool surface.*

SPECIAL PRECAUTIONS

1—Be sure upper and lower bowls are always spotlessly clean inside and out. Never use soap or soap powder.

2—If you use a filter cloth, be sure the cloth is *absolutely clean* before each brewing.
  (a) Rinse the filter cloths in fresh, hot water, but avoid use of soaps and soap powders.
  (b) When cloths are not in use, keep immersed in fresh, cold water.

HOW MUCH COFFEE TO USE

for a pleasing brew	for a perfect brew
Use 3 oz. coffee to 64 oz. water. Serve with 18% or 22% cream.	Use 3½ oz. coffee to 64 oz. water. Serve with 22% cream.

HOW TO CLEAN METAL UPPERS

our a tablespoonful of utensil
leanser in lower bowl and fill with
ot water.

et upper bowl in place without
lter and let water boil up through
pout.

s water boils up, run narrow
rush briskly up and down spout.
his removes oil and sediment.

4 Remove bowl from heat and let water come back down spout.

5 Remove upper bowl and rinse both bowls thoroughly under faucet.

To make sure that the coffee you brew is always fresh and flavory—keep the spout of this upper bowl absolutely clean.

RECOMMENDED BY

ABORATORIES OF CONTINENTAL COFFEE COMPANY

CHICAGO ★ ★ ★ BROOKLYN

TWO NEW CONTINENTAL RULE CHARTS TO HELP YOU GET BEST RESULTS FROM THE COFFEE YOU SERVE

After many years of intense research, the laboratories of the Continental Coffee Company have been successful in compiling a standard set of rules for brewing *delicious* coffee in both urns and glass coffee makers. These rule charts are absolutely free and can be obtained by forwarding the coupon (below) to the Continental Coffee Company. *Act quickly*—our supply of charts is limited.

CONTINENTAL COFFEE CO., 375 West Ontario Street, Chicago, Ill.

Yes, CONTINENTAL . . . I am interested in brewing delicious coffee. *Please send me*—without obligation—your new Continental Rule Charts for brewing better coffee.

☐ URN CHART ☐ CHART FOR GLASS COFFEE MAKERS

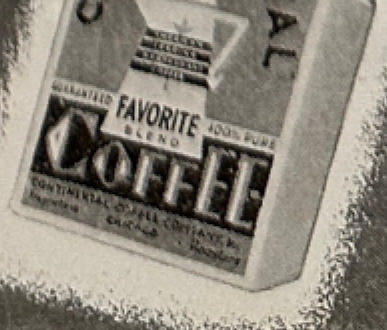
Name________________________________

Trade Name__________________________

Address_____________________________

City____________________ State___________

erve CONTINENTAL COFFEE



The Magnet of every Menu!

AMERICA'S LEADING
RESTAURANT COFFEE

LET **HORLICK'S** FAMOUS NAME HELP
YOU TO BOOST YOUR FOUNTAIN SALES...!

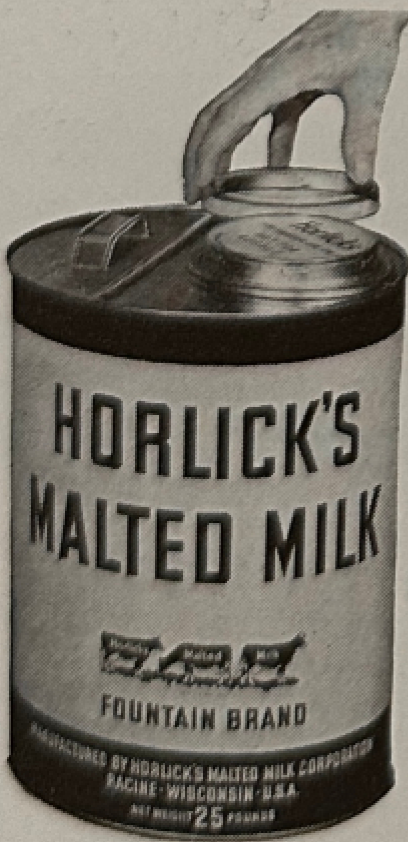
MAKE your fountain popular by serving Horlick's in the proper quantities. A rich, foamy serving of Horlick's will insure repeat customers and boost your fountain sales.

National defense has focused on nutrition as the sound basic means of protecting and preparing its people for an emergency.

Use Horlick's—it is rich in fundamental food values and combines with this a flavor which makes it a popular beverage.

Horlick's stands for quality and wide national advertising has created universal acceptance and prestige in the minds of your consumers.

Horlick's has many uses. Try it as a garnish sprinkled over sundaes or on plain chocolate ice cream. It is the least expensive ingredient in making up your malted milks. Your customers love its flavor.


HORLICK'S
MALTED MILK
FOUNTAIN BRAND
MANUFACTURED BY HORLICK'S MALTED MILK CORPORATION
RACINE · WISCONSIN · U.S.A.
NET WEIGHT 25 POUNDS

← A new bulk tin—designed by HORLICK for your convenience —The handle and off-center opening make pouring easier and save you money by preventing spillage.

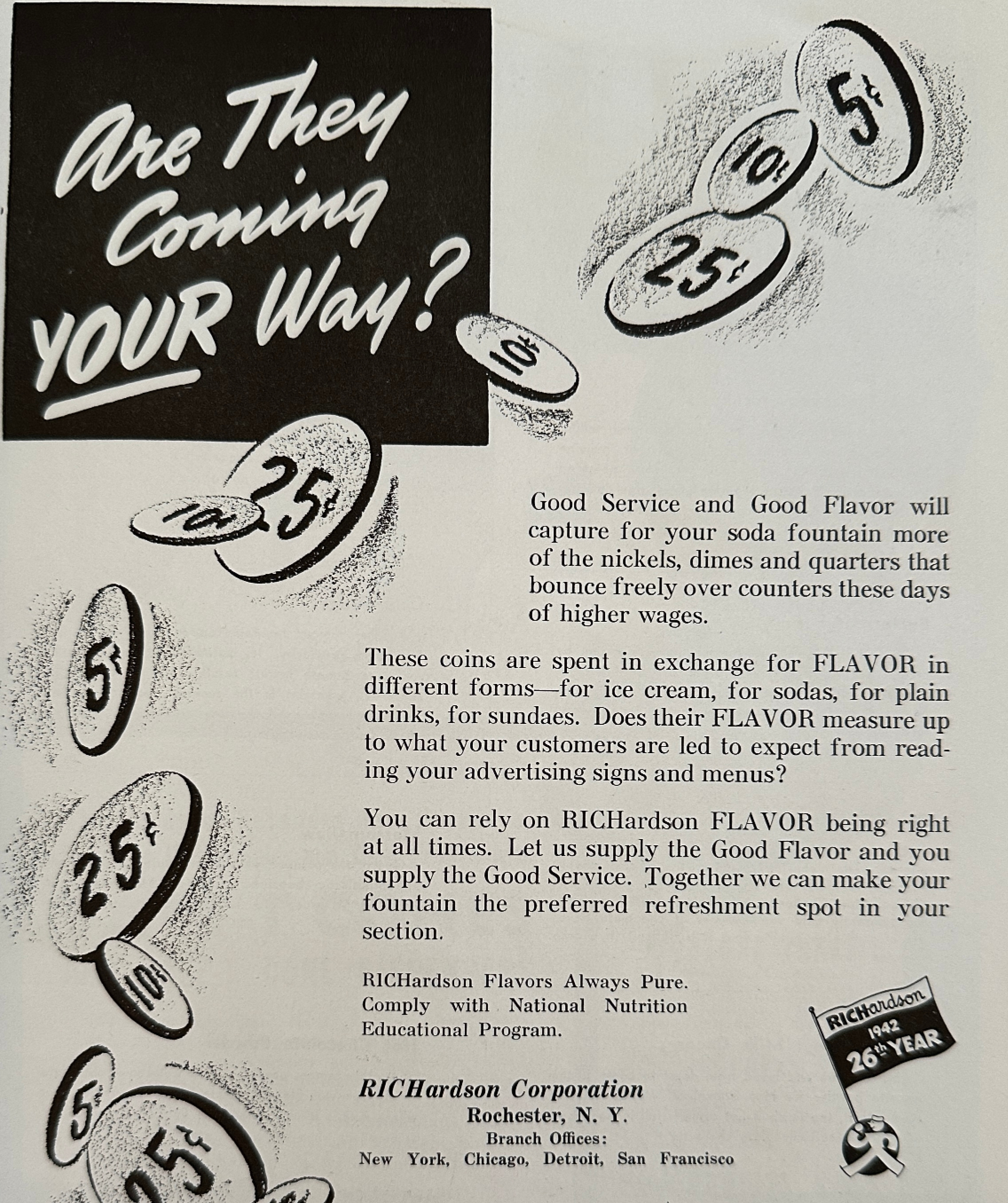
★

HORLICK'S

A great name
for a great product

★

HORLICK'S MALTED MILK CORPORATION, Racine, Wisconsin



Are They Coming *YOUR* Way?

Good Service and Good Flavor will capture for your soda fountain more of the nickels, dimes and quarters that bounce freely over counters these days of higher wages.

These coins are spent in exchange for FLAVOR in different forms—for ice cream, for sodas, for plain drinks, for sundaes. Does their FLAVOR measure up to what your customers are led to expect from reading your advertising signs and menus?

You can rely on RICHardson FLAVOR being right at all times. Let us supply the Good Flavor and you supply the Good Service. Together we can make your fountain the preferred refreshment spot in your section.

RICHardson Flavors Always Pure.
Comply with National Nutrition Educational Program.

RICHardson Corporation
Rochester, N. Y.
Branch Offices:
New York, Chicago, Detroit, San Francisco

RICHardson
REG. U. S. PAT. OFF.

Sales-getters garnished with profits!

It's "standing room only" when you feature famous Robert A. Johnston Company products at your fountain. Customers know their mouth-watering goodness . . . come back to make your store their steady stop-off. Put their *extra* appetite-appeal to work. Check the whole Johnston offering . . . and keep your cash register jingling!

Milk Chocolate Hot Fudge

This is, and long has been, the greatest selling Hot Fudge in America. It is made of genuine chocolate liquor and whole milk through a patented Impacterization Process. Johnston Hot Fudge definitely increases winter ice cream sales and has done so in thousands of cases.

Butterscotch Fudge

The old-fashioned butterscotch flavor created by creamery fresh butter and other of the finest ingredients, with just enough salty tang. A fitting companion product to the other Johnston Fudges—featured hot and cold.

Chocolate Syrups

Four of the most delicious syrups obtainable are offered. The Johnston Regular, single and double strength, for dark color and strong chocolate flavor—the Johnston Challenge, single and double strength, for pleasantly mild vanilla types of chocolate flavor are of such high quality that it is difficult to choose between them.

Instant Sweet Milk Cocoa

This is known and loved from coast to coast as the favorite powder for Hot Chocolate. While water is used with it, the finished hot drink is full in body and of well-balanced chocolate character.

Sweet Cream Caramel Fudge

While comparatively new, Johnston Sweet Cream Caramel Fudge is fast becoming a national leader. Its unusual deliciousness, hot or cold, is attributed to the fresh Wisconsin cream and butter contained in it.

Cold Fudge

Another famous fountain topper, and tops in the Nation in popularity. Its distinctive chocolate flavor and super-smooth texture result in its being sold at almost all fountains in the summer and at an ever increasing number all the year 'round as a regular chocolate sundæ topping.

Marshmallow

One of the pioneer Johnston products with thousands of enthusiastic boosters. Johnston Marshmallow is noted for its exceptional tastiness and its great whipping ability.

Hot Chocolate Powder

Another famous powder for the well-known chocolate drink. Johnston Hot Chocolate Powder is without peer where milk is used to make the finished beverage. It is excellent when made with water, too.

Advertising and Merchandising

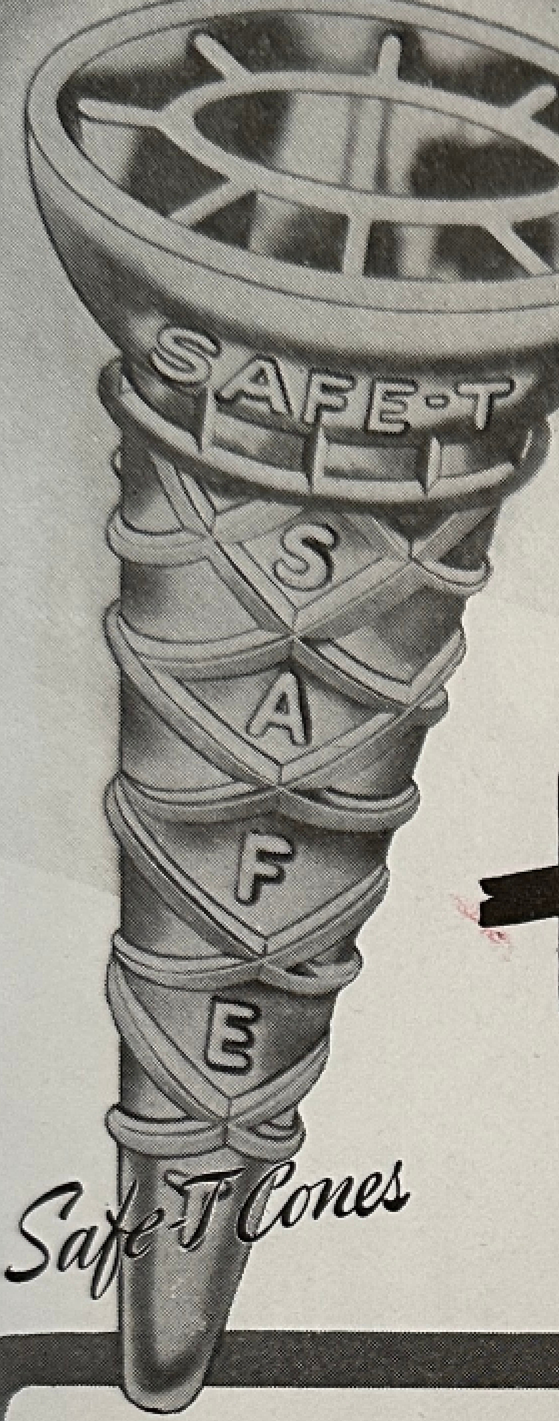
A full assortment of advertising, including full color kodachrome lithography in window backgrounds, counter cards, window strips, menu slips and soda booth advertising is offered at no charge. The Johnston representatives also have positive sales-increasing merchandising plans for you.

Johnston

CANDIES AND CHOCOLATE

ROBERT A. JOHNSTON COMPANY
MILWAUKEE - NEW YORK

IT'S A MATTER OF *Simple Addition*



Safe-T Cones

+

ENJOY
QUALITY
ICE CREAM
with
SAFE-T CONES
MADE WITH
SUGAR
MILK
and
HONEY
5¢
This Store Sells the Best of Everything

Clearview Safe-T Cone Dispensers

=

Thousands of Retailers Have Increase Their Ice Cream Sales and Their Profits with

SAFE-T CONES

AND SAFE-T CONE DISPENSERS

It's just as simple as 2 + 2. SAFE-T Cones plus the SAFE-T Cone Dispensers equal more ice cream sales for you. It's a proven fact . . . retailers have increased ice cream sales as high as 40% with this combination. The reason? (1) SAFE-T Cones are *better* cones—made from an exclusive sugar, milk and honey recipe, they stay crisp and taste better. Patented "Ring and Rib" construction prevents dripping or spilling and eliminates breakage. (2) The SAFE-T Cone Dispensers are *tested* super ice cream salesmen that are ready to work for you.

Order from Your Ice Cream Manufacturer, Wholesaler or

STEP UP STORE TRAFFIC

You build consumer confidence when you sell nationally advertised SAFE-T Cones—customers who come in for SAFE-T Cones buy more of everything in your store.

STEP UP ICE CREAM SALES

SAFE-T Cones and the SAFE-T Cone Clearview Dispenser is a *tested* ice cream merchandising combination . . . with "buy appeal" through "eye appeal."

STEP UP PROFITS $ $ $

There's no breakage — no waste — with SAFE-T Cones, even with "hard" ice cream. Patented construction features make a profit dip look bigger on a SAFE-T Cone.

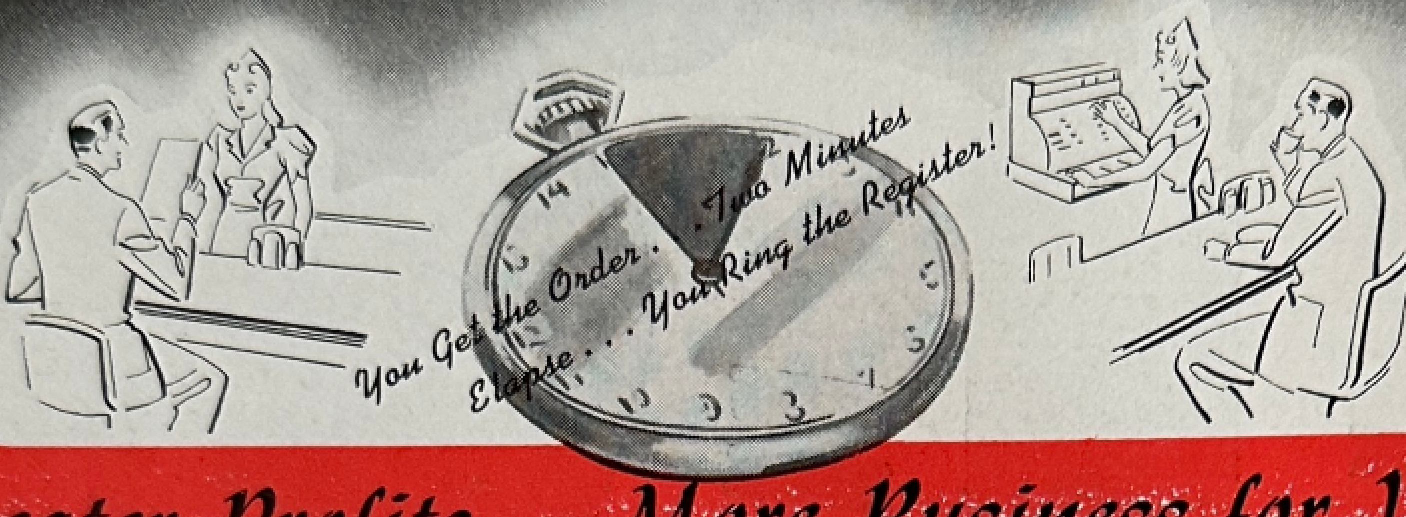
SAFE-T
Cones
5¢

THE SAFE-T CONE COMPANY

2230 S. UNION AVE. CHICAGO, ILL.

DIVISION OF
ILLINOIS BAKING CORP.
CHICAGO, ILLINOIS

Serve "2 Minute Spot Meals" the Helmco-Lacy way


You Get the Order . . . Two Minutes Elapse . . . You Ring the Register!

Greater Profits — More Business for You!

More and more fountains are turning to "spot meals." It gives you production line efficiency and accurate cost control . . . draws traffic to your merchandise sections.

Get *your share* of this profitable spot meal business with Helmco-Lacy "Quickie" appliances. There's a number of combinations to fit every fountain need.

Meto-Master Automatic Coffee Measure; the answer to uniformity in coffee making. Just fill with ground coffee (4½ lbs.), set gauge for correct amount desired, pull handle and out comes coffee . . . the correct amount each time, measured automatically.

Helmco-Lacy Hot Cups; ideal equipment for short orders—boil eggs, heat canned soup, chili, oyster stew, fruit juices, make tea, instant coffee or hot chocolate . . . in two minutes. A battery of these convenient time and labor savers will prove to be great profit producers for you. There are 3 automatic and 1 non-automatic models in the Helmco moderne line . . . 4 automatic and 2 non-automatic models in the Lacy line . . . available in 2, 3 and 4 drink sizes.

Helmco-Lacy Fudge Warmers; instead of supplying merely a "hot fudge sundae" service in the winter time, these excellent warmers are designed to supply an intermediate-steamtable-type of food service . . . most efficient for heavier foods requiring a constant heat. You set the control dial for a particular type of food—soup or sauce—and the heat stays constant, thermostatically controlled . . . no burning or overheating. There are single and double warmers, all automatic, in both Helmco moderne and the Lacy line . . . capacities from 30 ounces to 120 ounces.

Helmco Waterless Food Warmer; a battery of three or four of these warmers affords a hot food service for a complete luncheon menu within a minimum of counter space. Has two-heat switch control and 150-ounce capacity for most efficient and productive operation . . . available with choice of three name plates.

Lacy Hot Foodster; real steamtable efficiency, only it's portable; several of these Foodsters in operation, with their greater capacity (170 ounces) and two-heat switch control, provide a full-sized food service . . . make it possible for you to serve such profitable dishes as soups, beans, chili, chop suey, hash, etc., on a larger scale, but with all the efficiency of the smaller operation.

CHECK WITH YOUR JOBBER TODAY and ask for Helmco-Lacy's Big Catalog. He will be glad to work out a complete "Quickie" food service especially to fit your requirements.

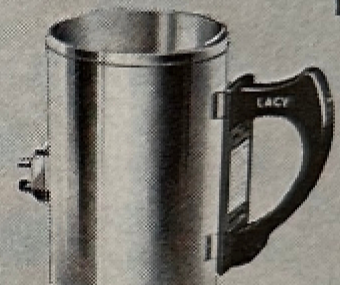
Helmco-Lacy
1215 W. FULLERTON AVE., CHICAGO
Eastern Sales Office: 122 E. 25th St., New York

Meto-Master

Meto-Master Automatic Coffee Measure

Helmco Automatic 3 Drink Hot Cup

Lacy Standard 3 Drink Hot Cup



Lacy Standard 4 Drink Hot Cup

HOT FUDGE SUNDAE
LACY

Lacy Single 38 Ounce Fudge Warmer

BUTTERSCOTCH

Helmco Twin 50 Ounce Fudge Warmer

HOT FOODSTER
LACY

Lacy Stainless Steel Hot Foodster

Helmco Waterless Food Warmer

CHOCOLATE HOT FUDGE BUTTERSCOTCH
LACY

Lacy Double 100 Ounce (Stainless Steel Bowls)

HOT FUDGE · HOT BUTTERSCOTCH

Helmco Double 120 Ounce (China Bowls)

MAKE MORE MONEY WITH THIS NEW DE LUXE *Soup Service!*

Here's How Leading FOUNTAIN OWNERS Make Extra Profits!

★

1 ***Serve Just Enough Soup.*** College Inn soups contain "just enough" to satisfy the customer. That means no expensive waste.

2 ***Save Time.*** Automatic timer shuts off current, speeds up service. Only two minutes from can to customer . . . piping hot!

3 ***Save Work.*** No cooking, nothing to add, no mixing. Just heat and serve. Always uniform quality soup.

4 ***Offer Wider Selection.*** College Inn offers a big variety of "Ready-to-Serve" soups for every taste.

5 ***Cash in on Brand Acceptance*** . . . the name "COLLEGE INN" on the label is known to millions as a guarantee of quality.

People Want Good Soups!

And leading soda fountain operators with a profit eye to consumer trends towards individual soups have met this demand successfully with the new College Inn Soup Service.

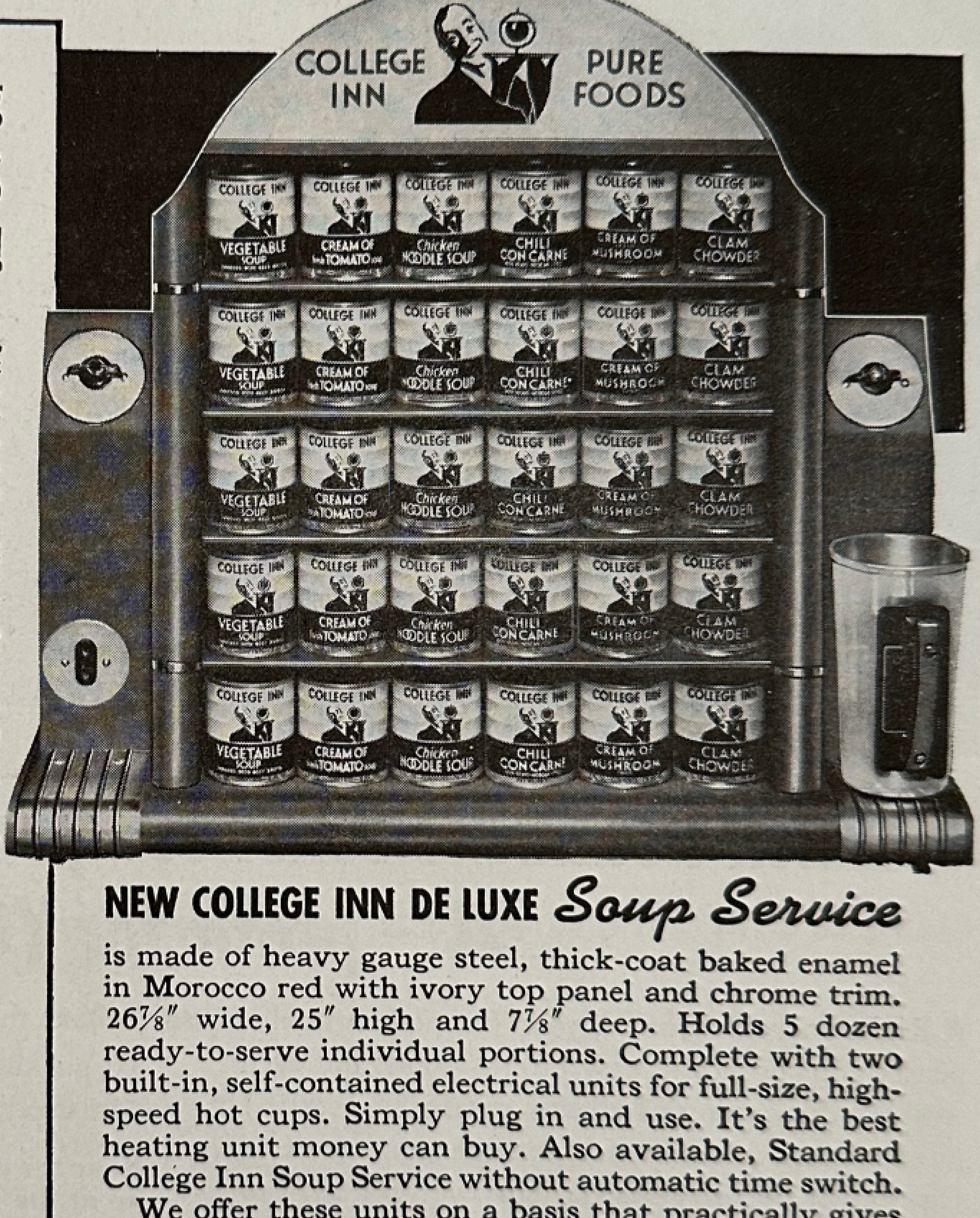
Here is the uniform quality people want. Delicious soups made in spotless kitchens to tested recipes of the finest ingredients.

In addition you have those varieties of soups experience shows sell fastest . . . College Inn Vegetable Soup, Cream of Tomato, Chicken Noodle and Cream of Mushroom. Thus in one compact unit you have all the requirements to build greater soup volume, month by month.

Other Famous College Inn Products:

College Inn Tomato Juice Cocktail . . . Chili Con Carne

THIS FACE IS YOUR FORTUNE



NEW COLLEGE INN DE LUXE *Soup Service*

is made of heavy gauge steel, thick-coat baked enamel in Morocco red with ivory top panel and chrome trim. 26⅞" wide, 25" high and 7⅞" deep. Holds 5 dozen ready-to-serve individual portions. Complete with two built-in, self-contained electrical units for full-size, high-speed hot cups. Simply plug in and use. It's the best heating unit money can buy. Also available, Standard College Inn Soup Service without automatic time switch.

We offer these units on a basis that practically gives them away. For details of plan, fill in and mail coupon to us, NOW.

MAIL COUPON TODAY!

College Inn Food Products Company
Dept. S-181, 4301 S. Ashland Avenue
Chicago, Illinois

SIRS: I am interested in your SOUP-SERVICE for College Inn RTS* soups. Please send me booklet with full details of plan. No obligation.

Name..
Address..
City..*State*.......................

**Ready-To-Serve*

400% PROFIT CAN BE YOURS!

CAN YOU MAKE 400% GROSS ANY EASIER THAN THIS?
BROMO-SELTZER FOR SIMPLE HEADACHES
BROMO SELTZ

Quick headache relief for your customers… $\$4^{75}$ profit for YOU!

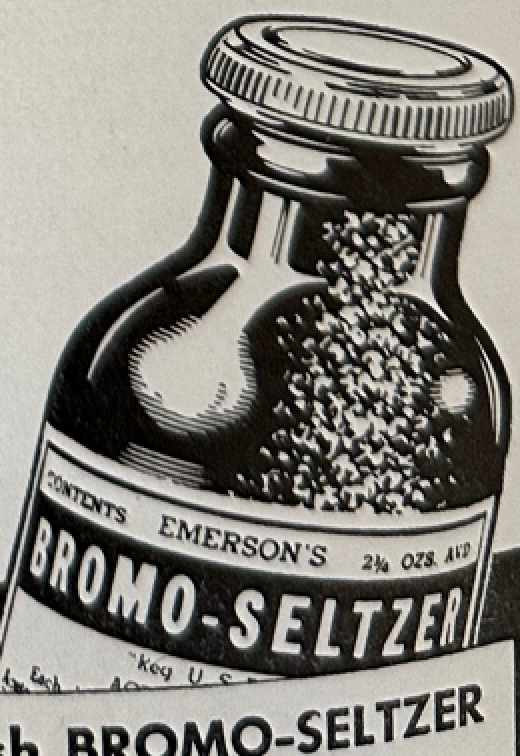
- Right on your counter, your Bromo-Seltzer dispenser adds up quick, easy profits—FAST! For each ten-cent dispenser sale means nearly 8¢ (400%) gross profit for you. With a possible turnover of 16 (as shown by an impartial survey), *it's easy to make an annual gross profit of $76.00 on your original investment of $1.25!*

And it's a steady profit, too! Season in—season out, for over 50 years, millions of people have relied on Bromo-Seltzer for quick, satisfying relief from occasional splitting headaches. Bromo-Seltzer, correctly dispensed, pays a big profit in dollars—and, more than that, a *bonus in customer good will, too!*

To get the most out of your Bromo-Seltzer dispenser every day, follow these 3 simple rules:

1. **Keep the dispenser at the front of your fountain.**
2. **Keep the cup cleaned out.**
3. **Always serve exactly one dose.**

Have you checked your stock of Bromo-Seltzer lately?


CONTENTS EMERSON'S 2¼ OZS. AVD
BROMO-SELTZER

BROMO-SELTZER

Push BROMO-SELTZER for home use, too!

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Soda Fountain HANDBOOK

572 MADISON AVENUE, NEW YORK, N. Y.

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DECEMBER	Final Examination (Review)

THIS COPY OF THE 1942 LIMITED EDITION OF

SODA FOUNTAIN HANDBOOK

IS PRESENTED TO

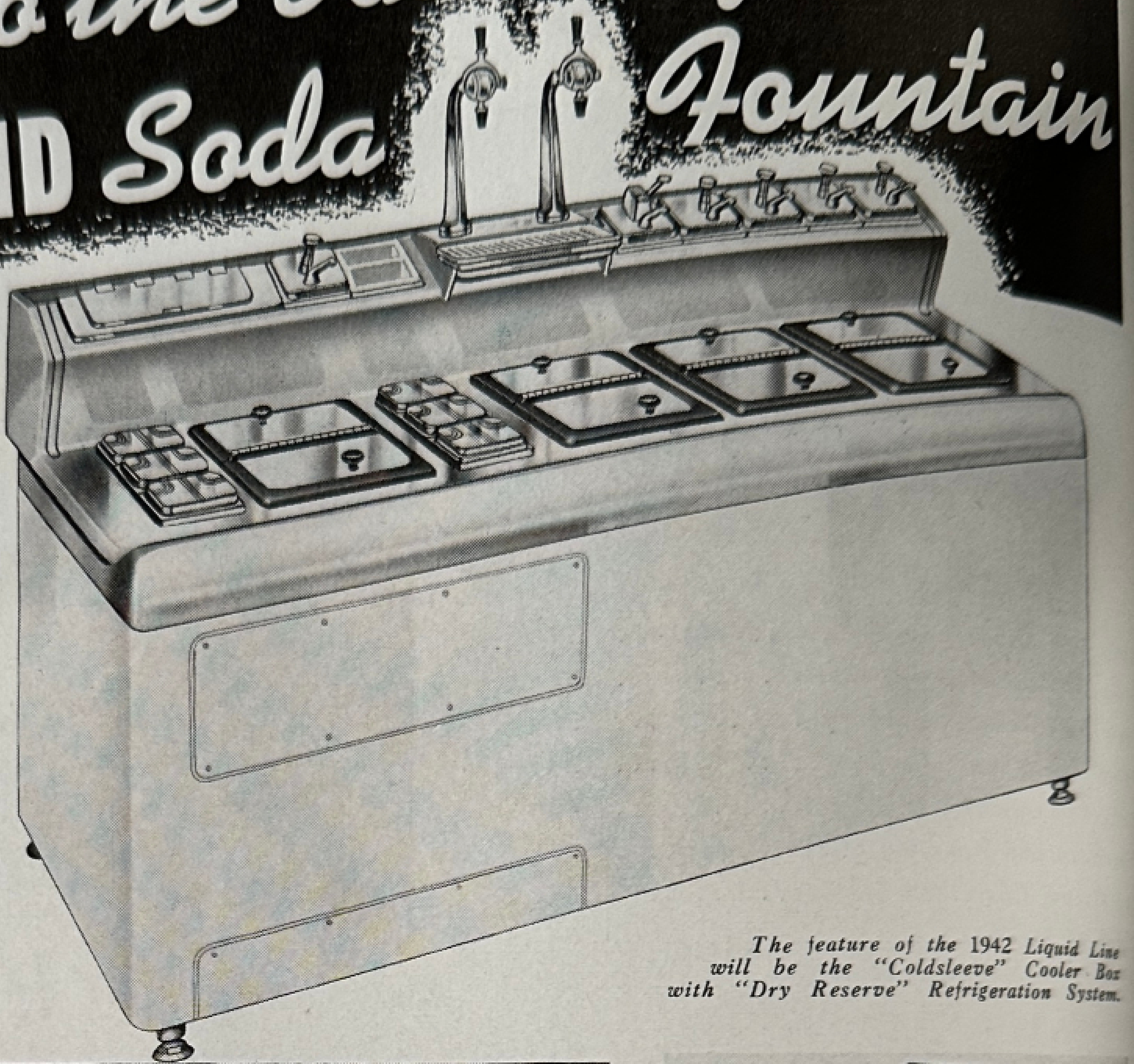
____

WITH THE COMPLIMENTS OF

____
NAME

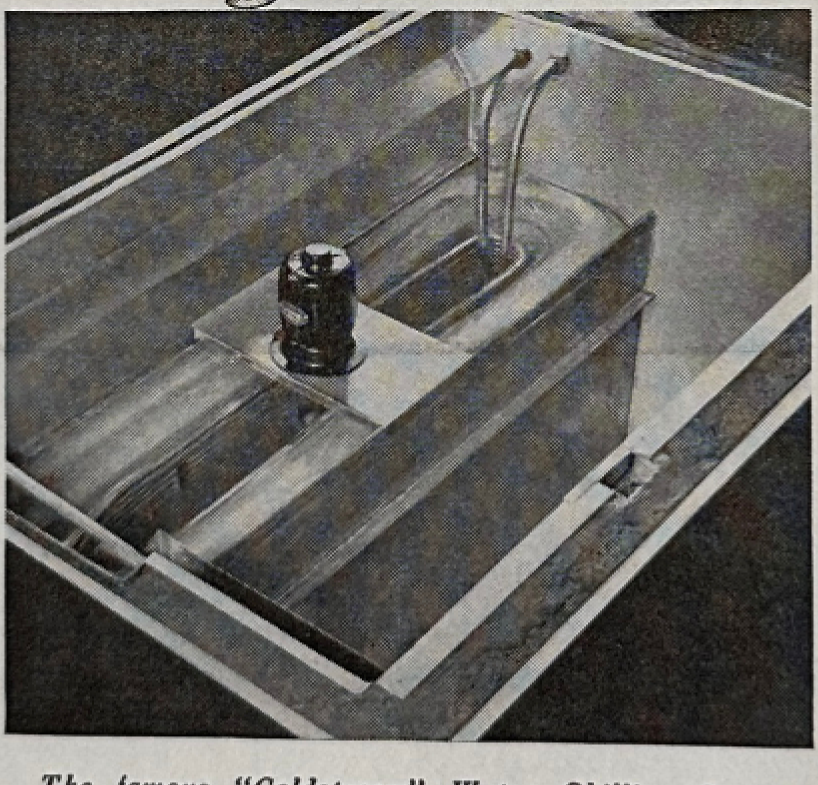
____
COMPANY

Check into the Values of a New LIQUID Soda Fountain

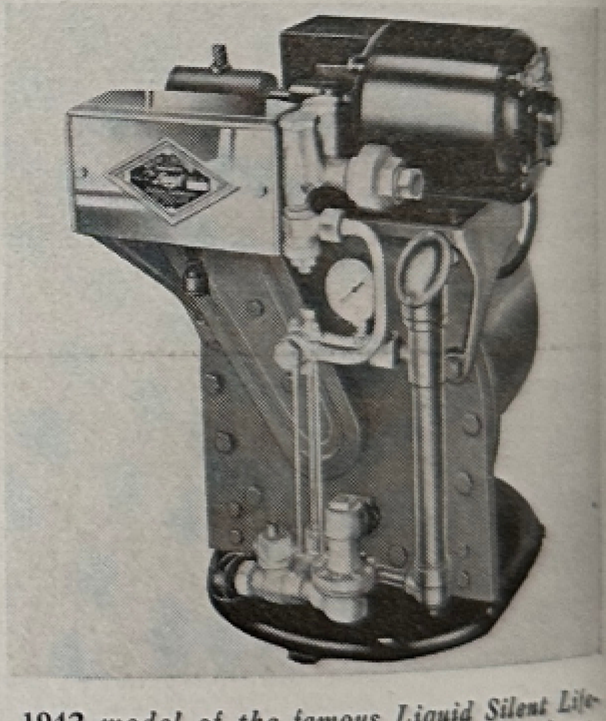


The feature of the 1942 Liquid Line will be the "Coldsleeve" Cooler Box with "Dry Reserve" Refrigeration System.

- ✓ **A big Reserve of chilled water—Plain and Carbonated.**
- ✓ **Primary Refrigeration on all 4 sides of each Ice Cream Compartment.**
- ✓ **Built-in Refrigeration Units for Smaller Models.**
- ✓ **New Surface Design to Eliminate Dirt-Catching Crevices.**
- ✓ **Fresh Color Combinations and Choices.**
- ✓ **New Appearance Value.**
- ✓ **NEW PROFITS FOR THE OWNER.**



The famous "Coldstream" Water Chilling System increased by 30% capacity—makes a practically unlimited supply of very cold carbonated and plain water available.



1942 model of the famous Liquid Silent Lifetime Carbonator with positive electrical control. Produces more than 20 gallons carbonated water per hour. Noiseless. Requires only once-a-year oiling.

To owners and operators the Liquid Soda Fountain is a business tool—the means by which to attract, serve and profit from the ever-growing popular demand for fountain products.

To supply them with attractive, dependable fountains, capable of the utmost in profitable service, is a job in which "Liquid" has always played a leading part. The sum total of improvements since 1890—show a steady advance—keeping operators of Liquid equipment always in the forefront of fountain patronage.

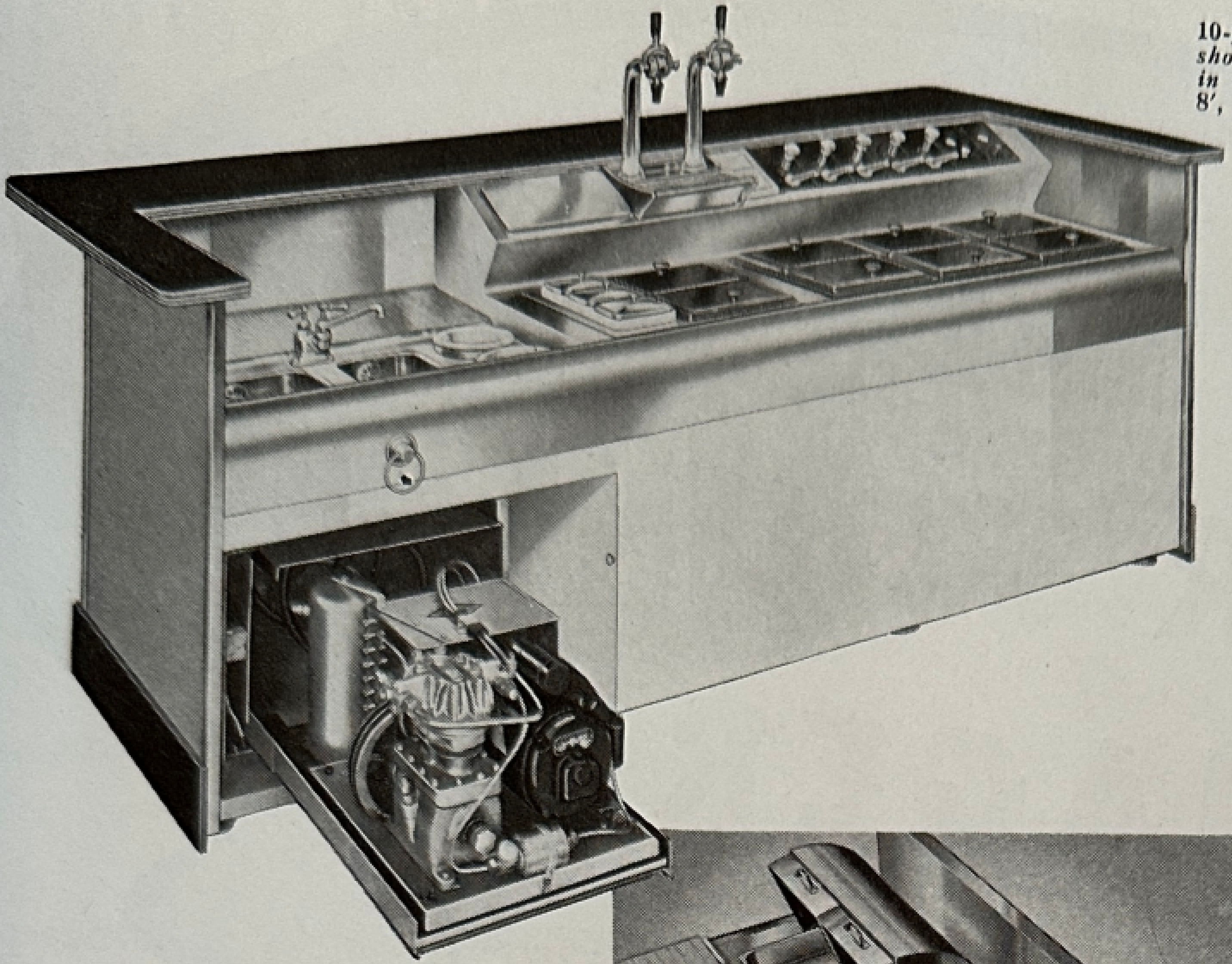
Just check through this summary of the improvements and features which today make up the finest fountain we have ever produced.

New owners as well as established operators who must replace outmoded or outgrown fountains, are given this assurance: While Defense needs may restrict the use of some materials, satisfactory alternatives have been found, tested and adopted. These in no way detract from the quality, beauty and stamina of Liquid Fountains—the all-time choice of a majority of all operators.

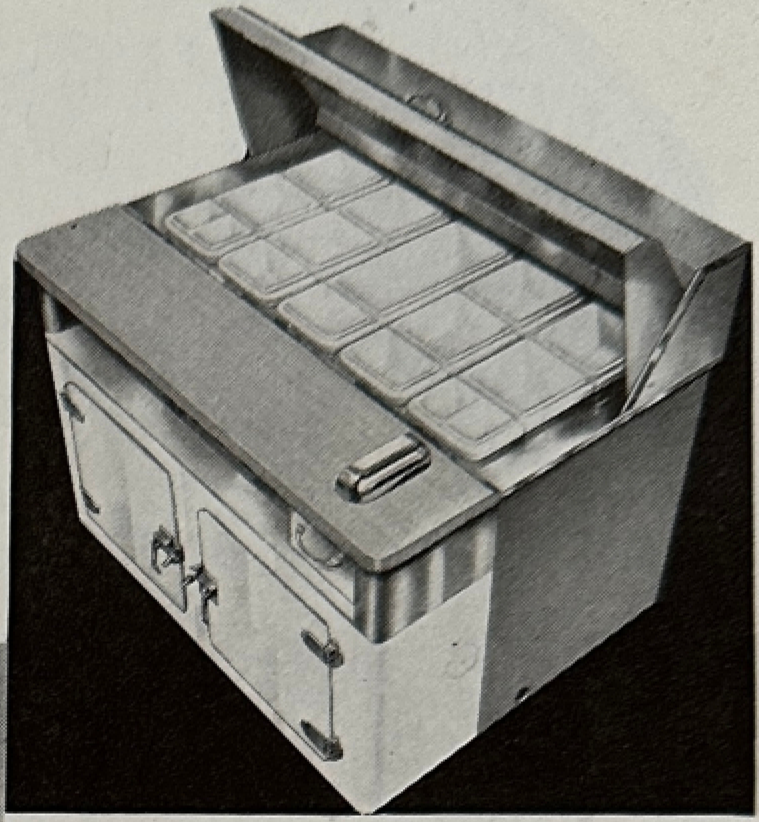
The features include:

Increased Volume of Chilled Water

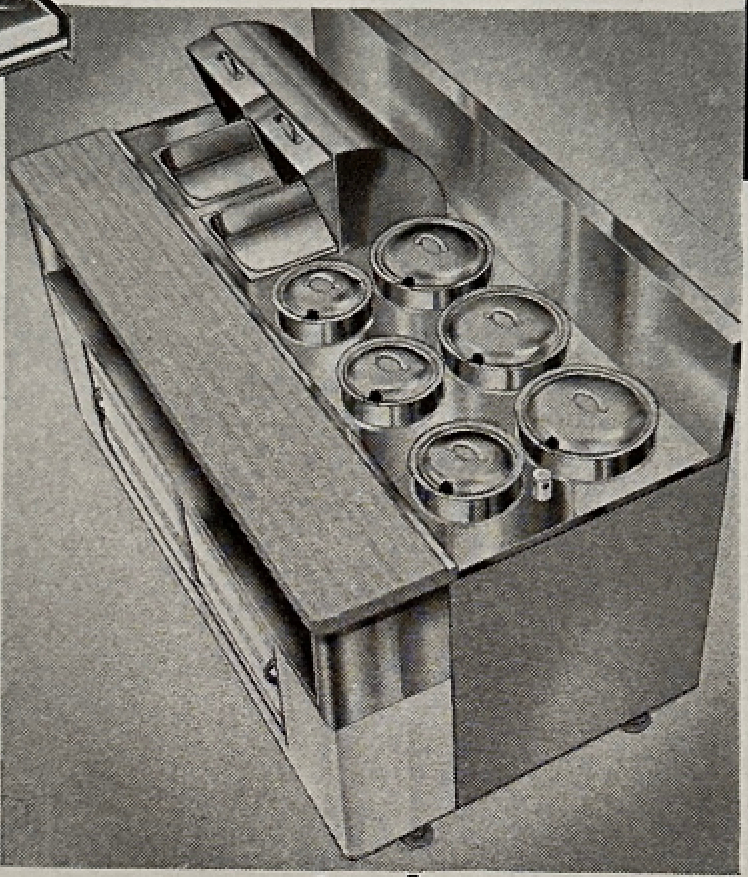
The 1942 Liquid Fountain features an almost unlimited supply of chilled carbonated and plain water, refrigerated as fast as it can be drawn. A 4-side ice wall of 3,000 cubic inches—forced circulation of water bath between ice and coils—29% greater refrigeration than formerly—Net result, 3 to 6 hours cold water reserve under peak demands.



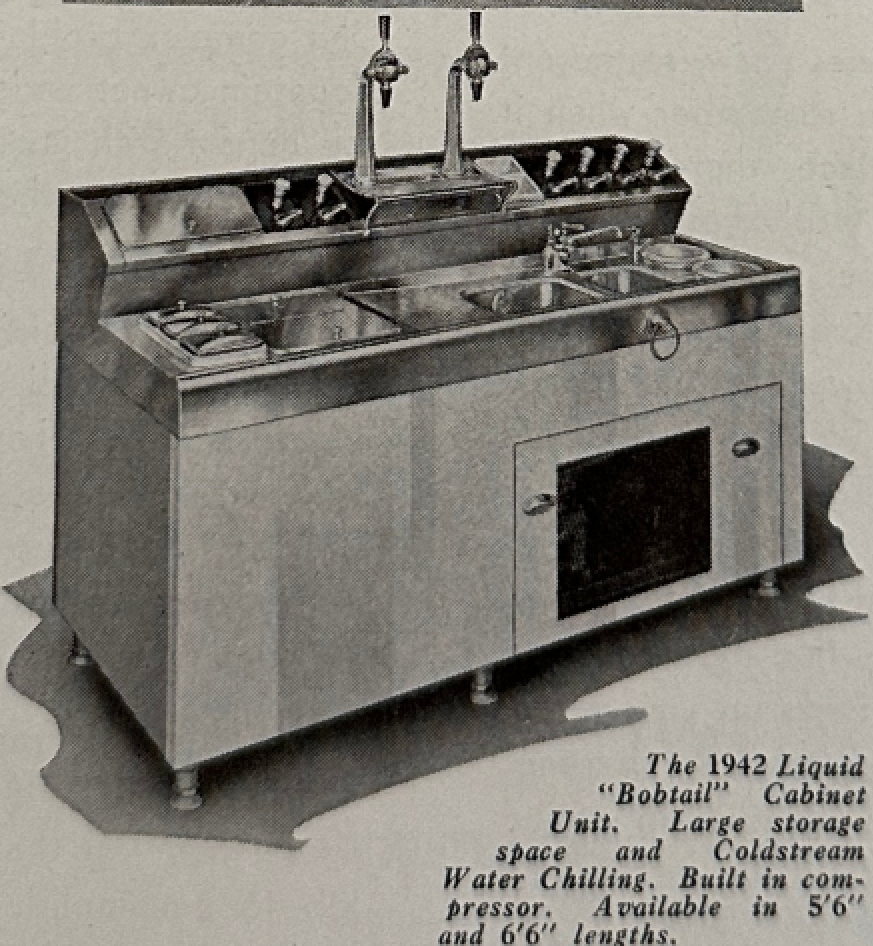
10-foot Liquid 1942 Simplex Soda Fountain showing self-contained compressor which slides in or out of its compartment. Available in 8′, 9′, 10′, 12′ and 14′ lengths.



▲*The re-designed salad and sandwich section. An improved refrigeration system supplies cold direct to vitreous jars. Jars are larger. Large refrigerated section beneath. Stainless steel hood completely covers food materials.*



◀ *The 1942 Steamtable comes in stock lengths of 2′0″; 3′10″; 4′9″ and 5′7″. Large plate storage rack in face of unit. Large warming oven with easy-slide doors. Vegetable pots in porcelain enamel.*



The 1942 Liquid "Bobtail" Cabinet Unit. Large storage space and Coldstream Water Chilling. Built in compressor. Available in 5′6″ and 6′6″ lengths.

Larger Ice Cream Compartments

For greater speed in service and therefore greater customer turnover, ice cream compartments are increased in size—their contents made more accessible—dipping easier. Covers are wider—easy opening—quiet closing.

New Styling—Color Combinations and Choices

Formice counters, laminated upon Haskelite cores provide absolute rigidity and long service, free from surface peeling and waviness. Constructed by this tested Liquid method they also permit a new and wider choice of color and design to fit in with all types of store decoration. Colors are artistically harmonized, and the latest designs offer many novel and attractive effects.

Back bar superstructures utilize matching colors for complete fountain harmony.

To eliminate all possible tendency to collect dust and dirt, surfaces have been designed, a new standard of immaculate cleanliness and sanitation made possible at less labor cost.

Built-In Refrigeration Units

Smaller, factory-assembled fountains have refrigeration units built in, in much the same manner as ice cream cabinets have. The correct compressor is built in at the factory and pulls out like a drawer to be serviced.

New Appearance Value

The popularity of the reverse style of layout, with service equipment placed against the wall, has made this arrangement practically standard for fountains of over 18 ft. in length. They operate with less help, move traffic faster, provide greater customer appeal.

To capitalize upon these features Liquid has re-designed salad and service sections for greater appearance value, hidden drainboards and clean-up operations beneath the front counter—giving the customers Beauty, Cleanliness and efficient Service to admire.

New Profits for the Owner

Every improvement made in the Liquid Fountain for '42 has an added benefit to the operator.

The increase stool turn-over by cutting sitting time; enlarge net profit by reducing labor overhead; add to income by cutting operating costs.

●

To provide Liquid Fountains for the greatest possible number during 1942, production will be confined to models for which the greatest demand has developed. In addition to the Coldsleeve line, we offer 6 models of Simplex complete Soda Fountains with the repeated assurance that they are the finest fountains we have ever built. . . .

. . . Supreme for customer-attraction and service; for economical operation; for maximum owner profit.

Easy terms continue to be offered, financed by the Liquid Credit Department.

THE LIQUID CARBONIC CORPORATION

3110 S. Kedzie Ave., Chicago, Ill.

Branches in 37 Principal Cities of the United States and Canada
London, England *Havana, Cuba*

Manufactured in Montreal for the Canadian Trade

"LET'S TALK ABOUT YOUR FOUNTAIN MANAGER - - -"

AS a progressive and far sighted business man you will undoubtedly agree that scientific and proper modernization has proved to be the key to business success in a great many instances.

Just take a look around your own neighborhood and count up all those stores which have recently been modernized. Pretty nice aren't they? How about Bill Jones' new restaurant down the corner? Can you remember when it was just a dingy looking place where you ate only because there wasn't any other place to get a full meal out. Can you recall those old fashioned fixtures, unattractive dishes, hard-to-keep clean "gee-gaws?" Now, when you glance at his new place what do you see? That's a nice, new shiny store front, isn't it? How about those easy-to-clean modern tables and counter tops, effective lighting, good looking table service and all those other things that modernization has done to his restaurant. Perks up your appetite, makes you feel that his restaurant is really sanitary and gives you real pleasure in eating there, doesn't it?

Now, have a look at your own place of business. You're pretty proud of it, aren't you? You probably have an attractive, modern fountain; soft, modern lighting; sanitary, modern equipment; the newest in table service; attractive, efficient clerks; a modern store front; and a modern merchandising policy. But, have you modernized **your own thinking** about the importance of your soda fountain manager and his relation to your success?

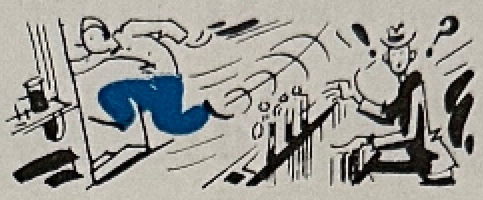
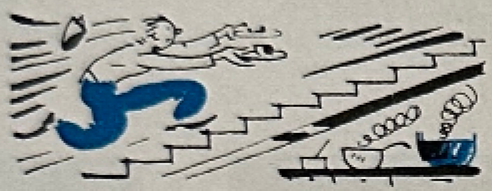
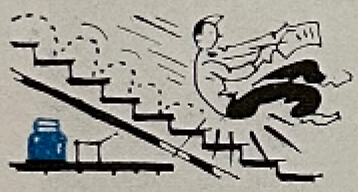
Naturally, you are perfectly familiar with all the complex problems that face you as a soda fountain owner under today's conditions. Now, be honest with yourself. Analyze your thinking and then answer these questions.

Are you still hiring a "top man" at a low rate of pay and complaining about the lack of business, progress and profits? Are you still unwilling to concede that your manager is a partner with you in determining the success of your business? Do you still follow a "Tell 'em nothing" policy and yet insist on a rigid control of all expenses and costs?

Well sir, the frank and honest answer is, "It can't be done!" If you are thinking along those lines, then you have **one more** modernization job to accomplish if you are to obtain more business, noticeable progress and larger profits.

That job—the modernization of your own viewpoint of what constitutes a modern soda fountain executive manager!

Is This Your Soda Fountain Manager---

1- He opens up early in the morning ... **2**- He works the breakfast rush ... **3**- He disappears down into the basement to prepare and cook luncheon dishes  ... **4**- He comes back upstairs  and works the lunch rush ... **5**- Disappears downstairs again to make syrups  and plan his menus ... **6**- Comes back upstairs and works the late afternoon rush

And In His Spare Time---

HE—

TALKS WITH VARIOUS SALESMEN.

DEVISES MERCHANDISING AND PROMOTION PLANS FOR STIMULATING BUSINESS.

MAKES A GOOD GROSS PROFIT

SUPERVISES OTHER EMPLOYEES

IS RESPONSIBLE FOR RECEIVING OF MERCHANDISE

KEEPS AN EYE OUT FOR WASTE

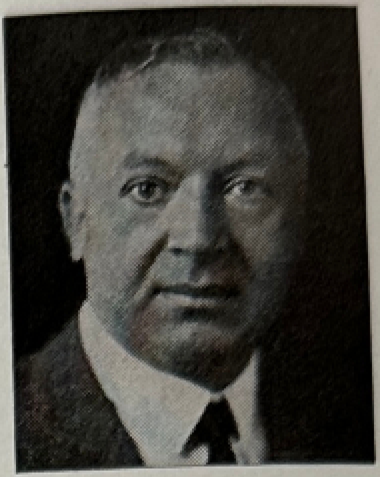
FORECASTS FOOD COSTS

SCHEDULES WORKING HOURS OF EMPLOYMENT

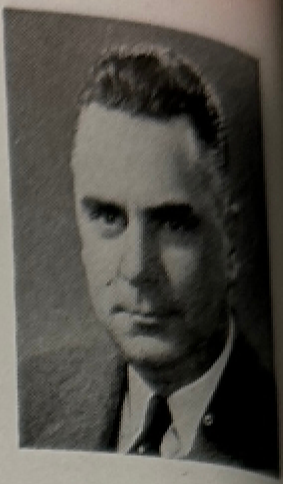
AND— is expected to actually *think* about how to build your business and your profits after spending 10 to 12 hours a day doing fountain work! Frankly, do you really think this can be done? More and more people are beginning to realize that it can't be done because they have found out that unless the man responsible for their soda fountain success has time to think and plan, it will be impossible to get all the potential business and profits from the operation.

The Soda Fountain

On these pages you meet the men responsible for the development of the First Annual Soda Fountain Handbook



I. H. BANDER
McKesson & Robbins, Inc.



F. H. BARKES
National Cash Register Co.

In March, 1941, the *National Soda Fountain Advisory Board* was organized by Mal Parks, Managing Editor of AMERICAN DRUGGIST. Under his direction, this first national attempt to coordinate the thinking of leaders representing all phases of the soda fountain business, was based on a dedication to the ideal of greater service to every soda fountain owner through co-operative thinking and planning by the men introduced to you on these pages. The SODA FOUNTAIN HANDBOOK PROGRAM stems directly from their efforts and it is the first result of this long-range planning designed to bring greater prestige and profit to the operation of every soda fountain.

This SODA FOUNTAIN HANDBOOK Educational Program was planned for intelligent and ambitious soda fountain owners and managers. It requires intelligent application and hard work if it is to prove of real value to those who will use it for their own benefit.

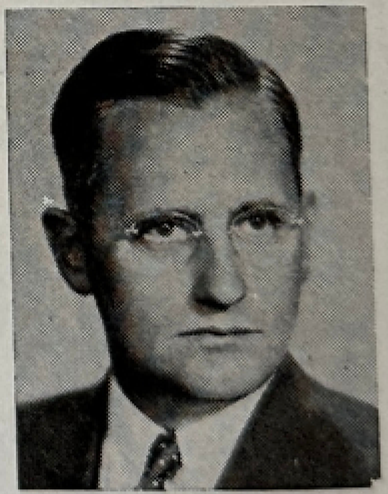
There have been many other so-called soda fountain manuals published over a period of almost 50 years. There is nothing new in the idea of a soda fountain manual. But, SODA FOUNTAIN HANDBOOK is not an ordinary manual. It is a planned educational program developed for you, not by one man or by one organization, but developed through the thinking of every individual member of the *National Soda Fountain Advisory Board*. It is to each of these men individually that credit is due for the new, original and never-before-attempted ideas on soda fountain education which are presented to you in the pages of this first annual Soda Fountain Program.

J. D. CATLIN
Dixie-Vortex Co.

J. B. CLOWER
Schmitt's Drug Store

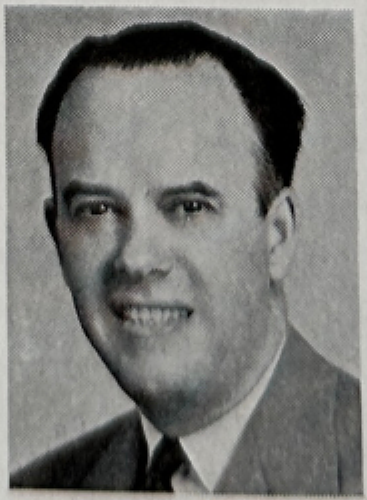
ROY CRANE
Liquid Carbonic Corp.

J. B. HOLCOMB
H. J. Heinz Co.



LOUIS D. JONES
Hamilton-Beach Co.

C. E. KNIGHT
The Knight Corp.



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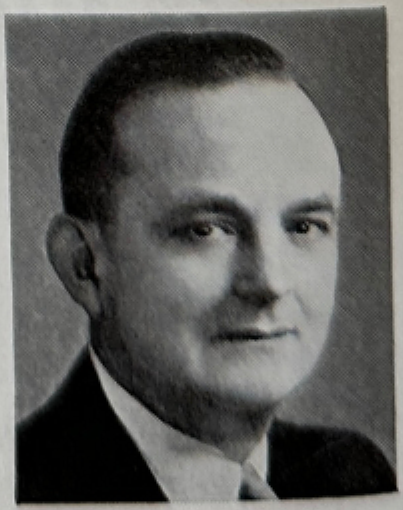
Robt. A. Johnston Co.



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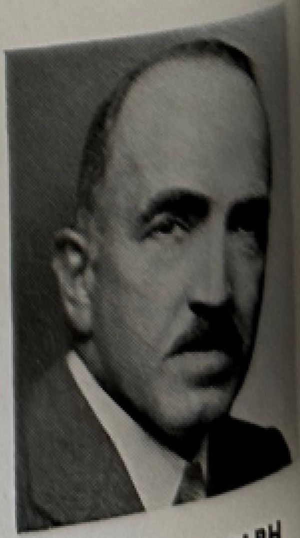
American Dairy Assoc.



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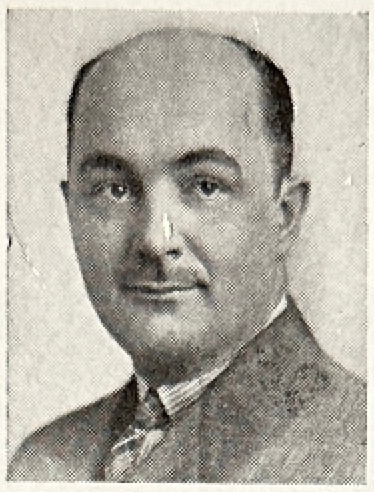

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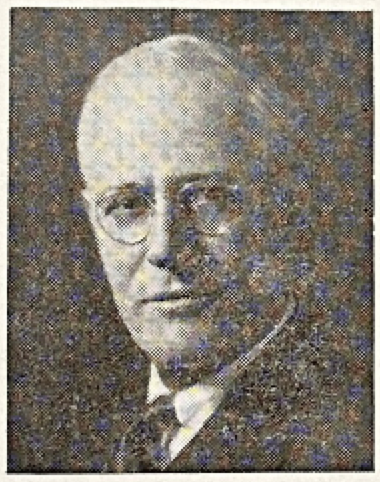

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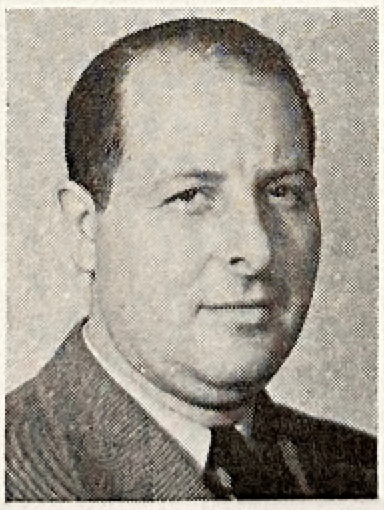

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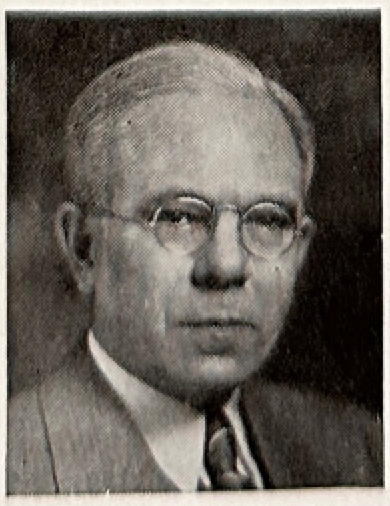


W. G. STEINER
The Chester C. Moreland Co.

L. J. WAINER
Penn. Dairies, Inc.

H. S. WALTER
Star Mfg. Co.

In the final analysis it is the attitude of the soda fountain owner, men just like yourself, which determines whether or not the manager will make or break your soda fountain. If your manager is so rushed and harried that he is:

Careless . . .

Wasteful . . .

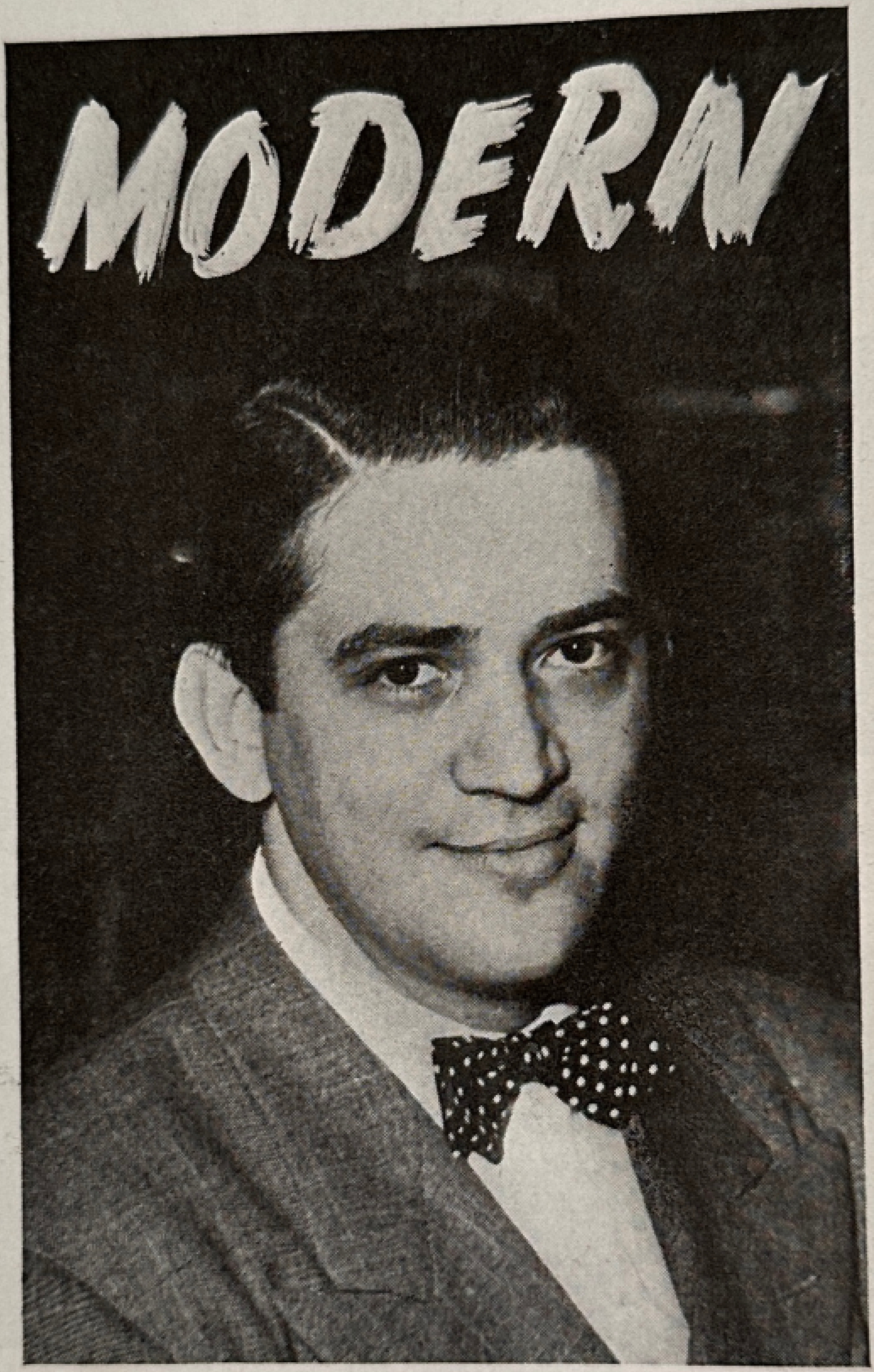
Inaccurate in his food costs . . .

Lax in checking on the employees under him . . .

Lacking in time to really plan his purchasing and pricing . . .

—then, he is not being given the chance to get all the potential business from the fountain under his management. But, he could do it if you would strive, as so many others have done, to change your view-point on what actually constitutes a soda fountain manager.

THIS IS A MODERN SODA FOUNTAIN MANAGER



and these are his executive duties . . .

Purchasing

- Buy all merchandise used on fountain.
- Arrange for china, glassware and silver replacements.
- Control reserve fund for modernization.
- Make up Daily Purchase records.
- Check inventories with purchases.
- Analyze all purchases with a view to cutting costs or increasing quality of merchandise.
- Buy all supplies used on fountain.

Cost Control

Make up records for control.
Supervise inventorying.
Check inventories and make up Profit and Loss Statement.
Make up Monthly Balance Sheet.
Check purchase record cards for price fluctuations.
Study market prices and check with merchandise quotations.
Devise standard portions.
Develop standard formulas for drinks, sundaes and food service.

Financial

Arrange for insurance purchases.
Segregate all local tax payments.
Make up payroll and supervise all deductions.
Supervise Petty Cash fund and payments.
Control "banks" used for change purposes.
Check daily sales each evening.
Deposit money in bank.
Make up merchandise payment forms and take care of all discount deductions.
Set up reserve fund for amortization and depreciation.
Set up reserve fund for china, glass and silverware replacements.

Personnel

Interview applicants.
Set up and *use* suitable personnel records.
Set standards of wage payments.
Devise selling and merchandising stimuli to increase employee efficiency.
Make "time and motion" study analyses of all jobs.
Check employee ability by means of check-series and check-averages.
Arrange safeguards for employee safety and health.
Arrange schedules of work hours for all employees.
Supervise employees in their jobs and direct their attention to more efficient methods of doing them.

Service

Study customer-reaction to determine most popular dishes.
Supervise all service activities and devise better methods to appeal to customers.
Supervise the preparation of all items served.
See that standard formulas and portions are strictly adhered to.
Select furnishings and equipment that will make the soda luncheonette attractive.
Cooperate with advertisers and supply men to develop sales building menus.
Set up price standards for items.
See that all service is neat, clean, speedy and has sales-appeal.
Devise selling-approaches for use by employees.

Want to Hire a Good Manager?

Just like you, nearly every soda fountain owner would like to hire a good manager. There are some sources that will help you get in touch with a manager and these are:

1. Your ice cream company.
2. Soda fountain manufacturers.
3. Wholesale drug jobbers.
4. Soda fountain equipment and supply company salesmen.
5. Classified advertisements.

But, just like other soda fountain owners, when you hire your new manager you will find that he still needs your help in doing a real job for you. He will need your encouragement, your interest and your cooperation. The SODA FOUNTAIN HANDBOOK Educational Program has been designed to make it easy and pleasant for you to work with and help your manager absorb the important and fundamental facts which it presents to you both.

The present day manager must have certain executive qualities and among these are enthusiasm, drive, tact and diplomacy to meet the growing responsibilities and problems of his job.

Food and drink have a personal intimacy in our daily living. We cannot merchandise them as we would a sundry item, a cosmetic or a patent medicine. The manager must have the imagination to realize this and the ability to get this fact across to your other fountain employees by both precept and example. All fountain operation must be based on this premise.

★

Take Time to Be Sure

It costs you money every time you have to change a fountain employee. It costs you a lot *more* money every time you change a fountain manager. When you are considering the employment of a new manager keep the thought foremost in your mind that you want a person who will be with you a long time. Don't let anything rush your decision. It is better to spend more time making sure he is the man for you *before* you hire him, than to spend a lot of time *afterwards* regretting that you hired him.

Your most important step in hiring a new manager is to carefully and thoroughly investigate his references. These references should include:

1. Former employers.
2. Former associates.
3. Fraternal organizations.
4. Church affiliations.
5. Supply company salesmen.
6. Personal friends.

Take time and encourage the applicant to review his approach to the job. Find out if he is aware of its social and economic significance. Ask him where he gets new information on which to base his judgment of changing conditions. Find out if he understands the need for getting a view-point other than his own. Make him list periodicals and books which he studies to improve his knowledge. Every one of these facts is important, for from them you will be able to judge whether his mental attitude is right for your type of store and for the successful handling of the important job he is to hold.

One way you can check the difference between a "top man" and an "executive manager" is by watching their method of handling other fountain employees. The "top man" always places himself in competition with the other employees by trying to do everything personally and by striving to do it better and faster than other employees. But the "executive manager" knows that his main concern is to develop a loyal spirit of cooperation among other fountain employees. He does this by devising methods to help them do their work more easily, quickly and with greater efficiency and, by placing his knowledge and experience at their disposal and by exhibiting the willingness to teach them from this background of trained experience.

★

Give Your Manager a Chance to Manage

A great many managers do only half a job because they are afraid to share their knowledge with other employees. There is only one person to blame for this and it is the soda fountain owner. Managers are afraid because they feel their tenure in a job is insecure. They feel that their extra knowledge is perhaps the only means of holding on to their jobs.

A manager will do a better job for you if he has the feeling of security. It is up to you, then, to make him realize that training employees, working cooperatively, sharing his knowledge, delegating authority are the things that you expect from him. But, in doing this let him know that his job holds a certain amount of security. If you do, he will take an avid interest in his work and will be eager to prove his worth to you every day.

Manager's Application Form

EMPLOYEE'S LAST NAME | FIRST NAME | MIDDLE NAME (Blank Out If You Have None) | SOC. SEC. ACCOUNT NO.

PRESENT HOME ADDRESS—NUMBER & ST. OR AVE. —OR R. D. NUMBER | POST OFFICE | STATE | 'PHONE NUMBER

DATE OF BIRTH —MONTH | DAY | YEAR | PLACE OF BIRTH—CITY, TOWN —OR VILLAGE | COUNTY | STATE OR COUNTRY

FATHER'S FULL NAME, REGARDLESS OF WHETHER LIVING OR DEAD | MOTHER'S FULL MAIDEN NAME, REGARDLESS OF WHETHER LIVING OR DEAD

FATHER'S NATIONALITY | MOTHER'S NATIONALITY | RELIGION

EMPLOYEE'S SIGNATURE

CHECK (√) WHICH
CITIZEN — YES | NO
DATE NATURALIZED

NUMBER OF YEARS RESIDING IN
U. S. | State | County in which you now reside
FORMER NATIONALITY

DO YOU:
LIVE WITH PARENTS ☐
WIFE ☐ OR
HUSBAND ☐
BOARD................ ☐

PERSONAL DATA

PERSONAL CHECK (√) WHICH	PHYSICAL			DEPENDENTS	IN CASE OF ACCIDENT NOTIFY MY NEAREST RELATIVE	
SINGLE	HEIGHT	FT.	IN.	NUMBER OF CHILDREN	NAME	'PHONE NUMBER
MARRIED	WEIGHT		LBS.	" " PARENTS	NUMBER & ST. OR AVE.	RELATIONSHIP
DIVORCED	CONDITION OF HEALTH			" " OTHERS	CITY, TOWN OR VILLAGE	STATE

EDUCATION

GRAMMAR SCHOOL | HIGH SCHOOL | GRADUATE CHECK (√) WHICH YES NO | BUSINESS OR OTHER SCHOOL

COLLEGE | COURSE | DATE GRADUATED | OCCUPATION

PREVIOUS RECORD OF EMPLOYMENT

NAME OF EMPLOYER	ADDRESS	FROM	TO	POSITION	RATE OF PAY	REASON FOR LEAVING
					PER	
					PER	
					PER	

PERSONAL REFERENCE (OTHER THAN EMPLOYER)

NAME	ADDRESS	REPLY (Do not write in this section)

You Get What You Pay For

Hiring a soda fountain manager is just like everything else. You can't get something for nothing!

The actual salary of your soda fountain manager will naturally depend on your volume of business. Successful operation records show that you can pay some 19 to 22% for labor and still be safe. The main thing is to pay your manager all that traffic will bear and then insist upon him justifying this expense by making a good gross profit and increasing sales each month. If you pay your manager an attractive salary, you make the job desirable. He will think and plan because, being smart, he knows he must produce. Time and again we have proved that paying a good man a high salary meant money in the bank to us.

★

The Manager's Job with Personnel

The most important job is for the manager to analyze his approach to soda fountain personnel. We accept things because they are so. Granted that it is hard to get good fountain personnel and to keep them—we must ask, "Whose fault is it?"

It stands to reason you are not going to get employees with a high mental calibre if in your own thinking you look on them as drudges low in the social scale.

Let's Make the Job More Attractive

Everybody talks about merchandising. Why not merchandise soda fountain work to a better class of employee? Legislation is going to govern working conditions more and more, so why not beat legislators to the punch and offer shorter hours, better pay and the other tangible rewards soda fountain work offers? Why not dramatize the contrast between a secretary at $15 or $18 a week, who has to keep neat and trim and buy her own lunches, with the soda fountain girl who saves her clothes by wearing a uniform, who gets her meals and who, with tips, often averages twice as much real wages as the secretary.

You can merchandise your fountain and its employees in several ways. One is to develop a feeling of friendliness between the customer and employee by having the employee wear a name button. Table menus should have a little menu insert which says, "You are now being served by Jane Doe whose main concern is your satisfaction."

Another method is to appoint a different employee each week who acts as host or hostess for that week and whose job is to circulate among the customers and politely ask them if the service, food, etc., is satisfactory.

Would You Take This Kind of a Job?

A. No security of tenure.
B. No standards of training.
C. Few promotion possibilities.
D. Long hours.
E. Low wages.
F. No vacations with pay.
G. Unorganized working schedules.
H. No holidays.
I. Evening work.

Candidly, how attractive would that job appear to you, yourself?

When designing circulars or newspaper ads, be sure to include pictures of your fountain employees at regular intervals. If you do much direct mail, have different fountain employees sign the letter personally.

The point is this. By merchandising your employees you are building up a potential advertising force. Their relatives and friends will constitute unofficial word-of-mouth salesmen for you. This will bring you business that you could not get any other way.

It will do something else, too. It will develop team-power among your employees. Just as every football coach works hard to train each member of his team to cooperate with the others in developing a smooth-functioning, hard-hitting machine that will go out and make the goals, you too should try to weld your employees into a team whose goal is greater sales with bigger profits. You can't make this goal if you have an unorganized group of discontented employees behind your fountain.

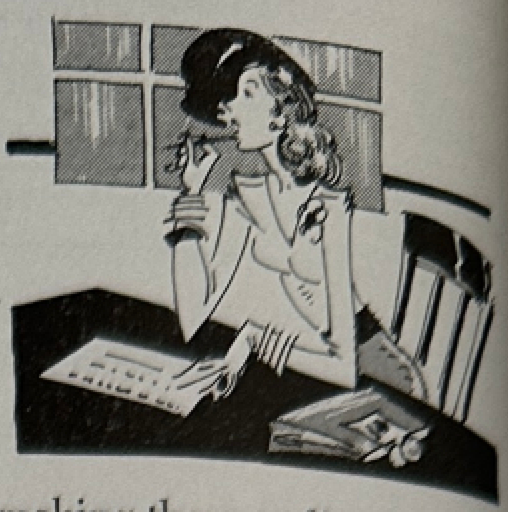
The team itself depends on each individual member. To make sure that your team will do a job, be just as particular as a football coach in choosing your material.

★

Check Chart of Employee Characteristics

Should be personally neat and clean.
Teeth, hearing and vision should be good.
Should be free from posture eccentricities.
Should be of average height or slightly taller.
Should be of medium weight or slightly under-weight.
Should be from 20 to 35 years in age.

How to Interview Prospective Fountain Employees



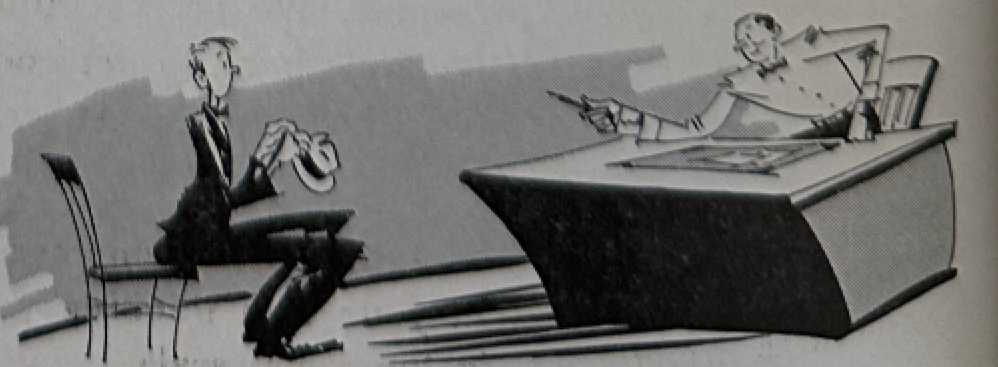
It is pretty hard to decide in one interview whether an applicant will fit in on your fountain. You will save yourself a lot of time by asking each applicant to fill out a simple application blank. It isn't necessary to go to a lot of expense in making these application forms. They can be a sheet of ordinary paper on which the applicants list important data about themselves. This should be:

a. Age
b. Nationality
c. Experience
d. Education
e. Health
f. Physical description
g. Length of service with other firms

and at least three or four references. Check every reference thoroughly. This will save you a lot of time by eliminating the necessity of interviewing people whose applications show them to be unsuitable.

Everybody is nervous when applying for a job. Keep this in mind and discount any tension on the part of the prospective employee. If possible, the interview should be after working hours and you should make every effort to set up a pleasant and friendly atmosphere. The applicant should be encouraged to discuss his personal position, his responsibilities, his outlook on the job he is to hold, his views on sanitation and service, and, if experienced, his knowledge of portioning and his technical ability in making up the various items served by the fountain.

Special attention should be given to the applicant's own version of why previous jobs were relinquished. This should be carefully checked with every previous employer. During the interview the manager should try to form a definite opinion as to the applicant's habits of personal cleanliness, his freedom from personal handicaps, the attention he gives to every detail, such as hair, teeth and nails. The applicant should be of medium height and should have good posture.



EMPLOYMENT FORM 1

Name.......................... **Address**.. **Phone**...............

Nationality...................................... **Age**................. **Sex**.......................

Weight........................ **Height**............................. **Complexion**.................

Hired.. **Rate of Pay**..................................

Duties... **Hours**...................... **Shift**...............

Promoted...................................... **Wage Increases**..............................

Discharged.................................... **Reason** ....

Signed...

EMPLOYMENT FORM 2
(Application Blank)

Name.......................... **Address**.. **Phone**...............

Nationality...................................... **Age**................. **Sex**.......................

Weight........................ **Height**............................. **Complexion**.................

Experience.................................... **Appearance** ....

Neatness...................................... **Cleanliness**..................................

Religious and Fraternal Interests...

References for past five years...

....

....

Last job left because.. **Position**............

Rate of Pay................... **Length of average employment past five years**.....................

Signature.....................................

The above forms are those which have been found to be most satisfactory to the manager, from a practical, useful standpoint.

Don't Forget the Trade Test

No soda fountain employee should be hired before he has been given a "trade test." The manager should supervise him in making a soda, a malted milk, a sandwich and a sundae and other items! He should be allowed one day of trial in his job with full understanding that if his work is not satisfactory, he will be released. Needless to say, he should be paid for the day he works.

If the applicant successfully passes his interview and his trade test, he should be made to feel, as quickly as possible, that he is a member of a loyal and friendly organization. When the employee begins to work he should be introduced to all other employees with whom he will come in contact. This will put the new employee at ease and will relieve any tension on the part of other employees.

Should Employees Pay for Food?

This will depend upon the money-wage of the employee. Wages should naturally be as high as possible, and there should be a consistent increase at various intervals based on the employees' ability.

If you set the real wages of the employees high enough, it will be easy to show them why they should pay at least 50% of the selling price of all food they consume on the fountain. This is particularly true if you have an incentive system where all employees share in a bonus which is based on attaining a certain food cost percentage. Or, if your policy is to give meals to employees, allot a certain sum, such as 40c for lunch, 60c for dinner, etc., and make them stay within these limits. To avoid waste, make it clear that some of the cost is to be borne by the employee.

How Can I Keep My Employees?

After going to the trouble of selecting top-flight employees, you are justified in devoting thought and effort toward keeping them. The most important thing to every employee is wages. Hit or miss methods in setting wage policy will sooner or later cause you real trouble. You can avoid this by having a definite system and a well-planned policy. Probably the best method of scheduling wages for each individual employee is on a "length of tenure" basis. The way to do this is to start all employees at the same minimum wage and then increase this basic wage at periodic intervals during their length of service. This protects older workers by making length of service the only reason for wage increases. And, you give new employees a real incentive to stay on the job for a long time.

Vacations with pay will also help you keep your employees. Do it this way. Give each employee an annual vacation on the basis of one day's vacation with pay for each two months they stay in your employ up to and including two years, at which time they will have earned a full two weeks vacation. And, after two years, give these employees one day sick leave for every four months they are in your employ over two years until they have earned one week sick leave with pay plus their two week vacation period.

Because the hard, economic fact for you to consider is this. It will cost you a whole lot more in money and aggravation, in disgusted customers, in waste and in the inefficiency that comes from changing employees than it will ever cost you to give them two or three weeks off with pay, if by so doing you can keep them behind your fountain for four or five years.

★

What About Promotions?

You can even use a promotion plan to help you keep your employees. Taking into account that most fountain jobs are similar, it is still possible to use plans which will develop incentive and interest on the part of employees. One way of doing this is by giving employees with the longest service the choice of best working hours and the best stations on the fountain. The second man should naturally work the day shift with the manager and should have the front section. Running right on down the line, each employee should be scheduled in his working hours and stationed according to the length of time he has worked on the fountain. The employee hired last will be expected to work the dog-watch . . . midnight to 8 A.M. where the store is open all night, or from 6 to 12 if it closes at midnight. Where the number of employees is small this plan will not work out in practice. But, you can engender a sense of your own fairness by setting a policy whereby employees alternate on the night shifts so that there will be no favoritism shown, and no growth of discontent which always develops more quickly on fountains having only two or three employees.

★

How Should Fountain Employees Be Paid?

That will depend on the amount of store volume and other factors. Most progressive employers pay their fountain help on a weekly basis. The savings which might accrue from paying by the hour are too small and the disadvantages too great for it to be a practical policy. Large chain organizations can pay by the hour, but the individual soda fountain owner must always strive to have his employees work *with* him rather than *for* him. If the real wages you pay are high enough, it is possible to eliminate tipping. Tipping might have a tendency to lower your prestige and diminish your volume. A sign which says "*No Tipping, Please*" attracts many people to whom the leaving of a nickel or a dime will be burdensome. Those who wish to tip will do so anyway but they are in the minority.

In figuring wages, be sure to make it clear to each employee that the food which they consume on the fountain constitutes money right out of your pocket and must be taken into consideration when setting a wage scale.

★

Who Should Have Authority Over the Help?

If you hire a modern manager and insist on him justifying his salary, you must expect to give him some initiative in doing his job. Probably one of the greatest causes of manager turnover on fountains is divided authority over personnel. If your manager is going to run your help, then let him run them!

There should be a clear-cut understanding between the soda fountain owner and the manager about his authority to hire and fire employees. He should have this disciplinary power subject to supervision and review by the owner. If the manager does not have power to discipline employees who are not cooperative then no plan which he might develop can have any assurance of success.

This does not mean that the manager should be arbitrary in his decisions. If he is a modern executive manager he will not be. Instead, he will want to discuss personnel shortcomings with the owner. If it becomes necessary to discharge an employee the manager should, and must, present valid reasons for the discharge. No employee should be discharged, other than for flagrant dishonesty, until he or she has had a "grace period" of one or two weeks to correct a fault or an "attitude." If these faults still remain after this extension of time then the employee must naturally be fired. But, if the employee has shown a willingness to cooperate and has earnestly tried to correct mistakes, that employee will prove a good investment for further training and help.

This is important because it makes each employee feel that a policy of fairness governs their relationship with the manager and it softens any resentment which might arise over his authority. They will feel that there is a certain security in their job, they will appreciate the manager's understanding that they are just human beings after all, and they will have an added incentive to remain in the employ of people where they are sure of exactly where they stand.

Follow this policy to better your relationship with your employees, and to gain their confidence and trust.

WORTH REPEATING!

Keep Your Employees By:

1. Having a definite and equable wage system.
2. Set a working policy and stick to it.
3. Give your employees an incentive to "get ahead."
4. Don't forget consistent promotions.
5. Let your manager manage! Give him authority to make decisions.

In Checking Personnel

The Executive Manager Should—

Develop staff organization with particular reference to the capability of each employee for specific tasks.

Analyze all employees' efficiency and rearrange schedule and tasks to fit each individual's ability.

Make "time and motion" studies of each employee in each capacity and devise ways of eliminating waste, loss of motion, inefficiency and carelessness.

Make up schedules for all employees, see that schedules are kept and penalize any employee who refuses to cooperate in the maintenance of punctuality and relief.

Interview employees who are needed, keep a simple card file in which emlpoyees' names and interview data are kept, including phone numbers and other data.

Set up and maintain standards of personal hygiene and cleanliness, supervise linen carefully and penalize employees who habitually use too much linen.

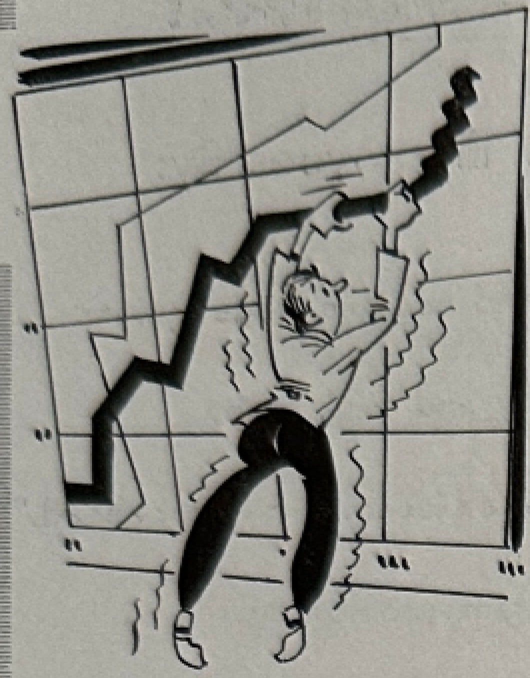
Train all employees in the best methods of doing their respective jobs.

Develop plans to increase employee loyalty and cooperation, such as having honor rolls, giving prizes for best suggestions on improving service, awards for punctuality and many others that are possible.

Analyze working conditions and requisition tools that will help employees be more efficient.

Maintain an attitude of friendliness without intimacy, praise without favoritism and sympathy without maudlin sentiment.

How To CONTROL Those COSTS



One definition of a successful manager is that "he always has the answer to any problem right at the time it is needed." There is something here for every soda fountain manager to think about, and think about carefully. Having the right answer where **costs** are concerned is one of the most important things to keep in mind.

Every manager should make it a point to KNOW every cost, every selling price, every margin of profit, every fixed charge percentage, every operating percentage, and he should KNOW when each of these fluctuates, and he should KNOW the answer. He should KNOW seasonal variations in the price of various items, he should KNOW how to differentiate between goods sold on a price basis only, and he should KNOW how to tell when quality is being sacrificed for quantity. He should KNOW when it is more economical to buy than to make items such as syrups, etc., he should KNOW exactly how much to buy and when.

The point is: the manager must KNOW, accurately, instantly and authoritatively, the answer to every situation which involves any cost whatsoever.

Probably the best way for a manager to accomplish this is to have a plan. This plan should provide him with the data on his daily purchasing with an eye to seasonal changes in price, etc. It should give him a clear, complete statistical picture of present and past business and the cost of doing that business so that he can plan for future business.

The cost-control plan should help the manager eliminate waste, careless purchasing and dishonesty on the part of employees and delivery men. It should provide a rigid check on *all* expenses, should give a daily approximation of the business's financial position and should be used to help the manager use his figures to develop low-cost, business-building specials, more attractive menu items and better merchandising. No one system is perfect, naturally, so we have brought you tested, easy-to-use ideas culled from the practical experience of other managers and soda fountain operators.

★

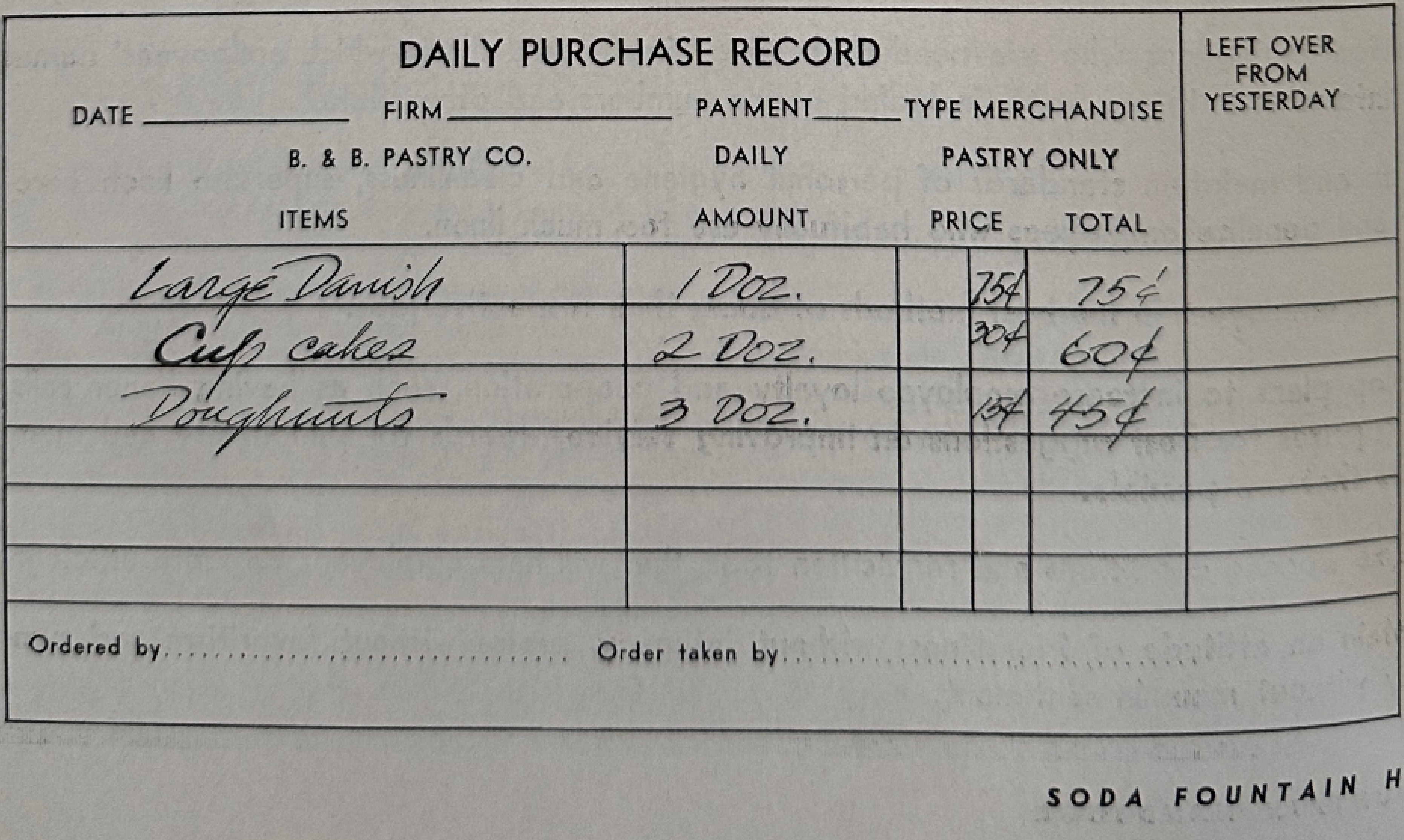
Watch Those Daily Purchases

The things we buy every day are usually in small amounts. For that reason, perhaps, it seems hard to keep a check on them. The fact remains that daily purchases add up to an imposing monthly total and the best place to start rigid purchasing control is on daily purchases.

Where items such as pastry, luncheonette orders, ice cream, etc., are phoned in by the manager the day before delivery, a careful record should be kept. An easy, simple system is to buy some ordinary 3x5 cards and file them under DAILY PHONE ORDER RECORDS. Make out a separate card for each dealer, *each day*.

ADVANTAGES OF DAILY RECORD CARDS

1. They overcome a tendency to over-order because everything is written on the card in advance.
2. By clipping the delivery sheet, signed by the manager, to these cards, any inaccuracies in delivery, or later disputes about payment for items which were not delivered, are entirely eliminated.
3. Totally the monthly value of these daily orders will make taking the monthly inventory much easier.



DAILY PURCHASE RECORD

DATE ____________ FIRM ____________ PAYMENT ________ TYPE MERCHANDISE

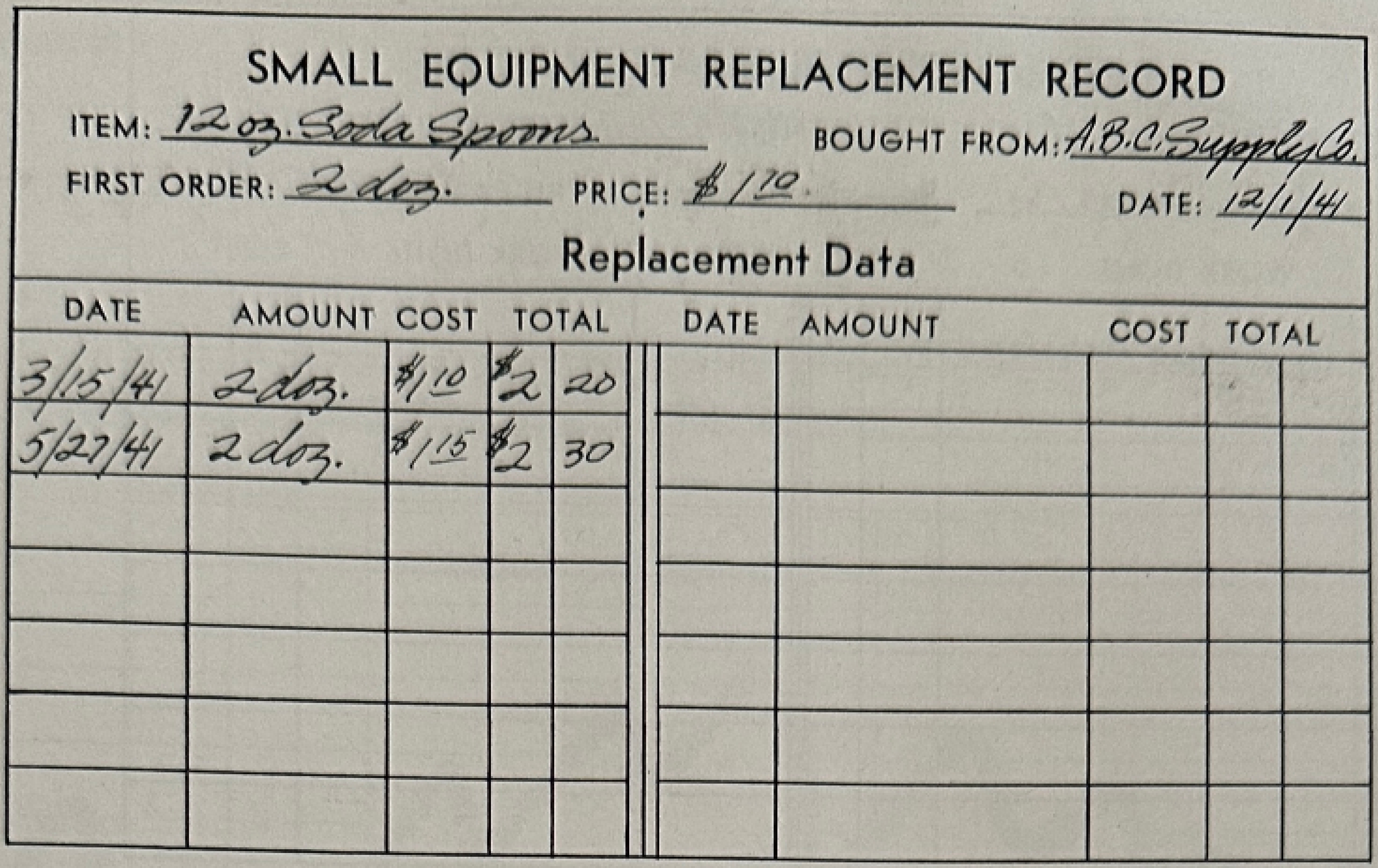
B. & B. PASTRY CO. DAILY PASTRY ONLY

ITEMS	AMOUNT	PRICE	TOTAL	LEFT OVER FROM YESTERDAY
Large Danish	1 Doz.	75¢	75¢	
Cup cakes	2 Doz.	30¢	60¢	
Doughnuts	3 Doz.	15¢	45¢	

Ordered by........................ Order taken by........................

If a separate column is made for listing left-overs from the day before, particularly perishable products, a monthly review will cut down that loss to a great extent during the following month.

These DAILY PURCHASE RECORD cards provide a continuous book-keeping system with information readily accessible at all times.



SMALL EQUIPMENT REPLACEMENT RECORD

ITEM: 12 oz. Soda Spoons
BOUGHT FROM: A.B.C. Supply Co.
FIRST ORDER: 2 doz.
PRICE: $1.10
DATE: 12/1/41

Replacement Data

DATE	AMOUNT	COST	TOTAL		DATE	AMOUNT	COST	TOTAL	
3/15/41	2 doz.	$1.10	$2	20					
5/27/41	2 doz.	$1.15	$2	30					

Don't Let the Big Things Get out of Control

A similar system can be set up for large and small equipment. Small equipment, such as dishes, glassware, etc., should be recorded on similar cards at the time of their purchase, and all replacements should be listed on the same card. This will give you a check on breakage, the season when most breakage occurs; instantly show what type of equipment stands up best, and provide a basis on which to figure equipment replacement costs in the yearly balance sheet.

Large items such as toasters, broilers, ranges, etc., should also be entered on a card which can then be used for a repair record. This will give you a basis on which to compare the durability of various makes of equipment, how items stand up under actual business conditions and will provide an easy method of figuring monthly amortization costs on larger pieces of equipment.

There are other items coming into each soda fountain that have a lot of loopholes from which profits can drip. Laundry is one example. The simplest method of keeping an accurate record and control of laundry is to buy a daybook and enter items such as laundry, carbonic gas, dry ice and other infrequent purchases in the daybook. If laundry is rented from a linen supply house, a laundry record is necessary to keep track of the clean linen delivered and the "dirties" taken back by the driver. A simple laundry list can be designed by any manager just so long as it gives him the figures he needs.

The soda fountain manager should know all financial details about the operation entrusted to his care!

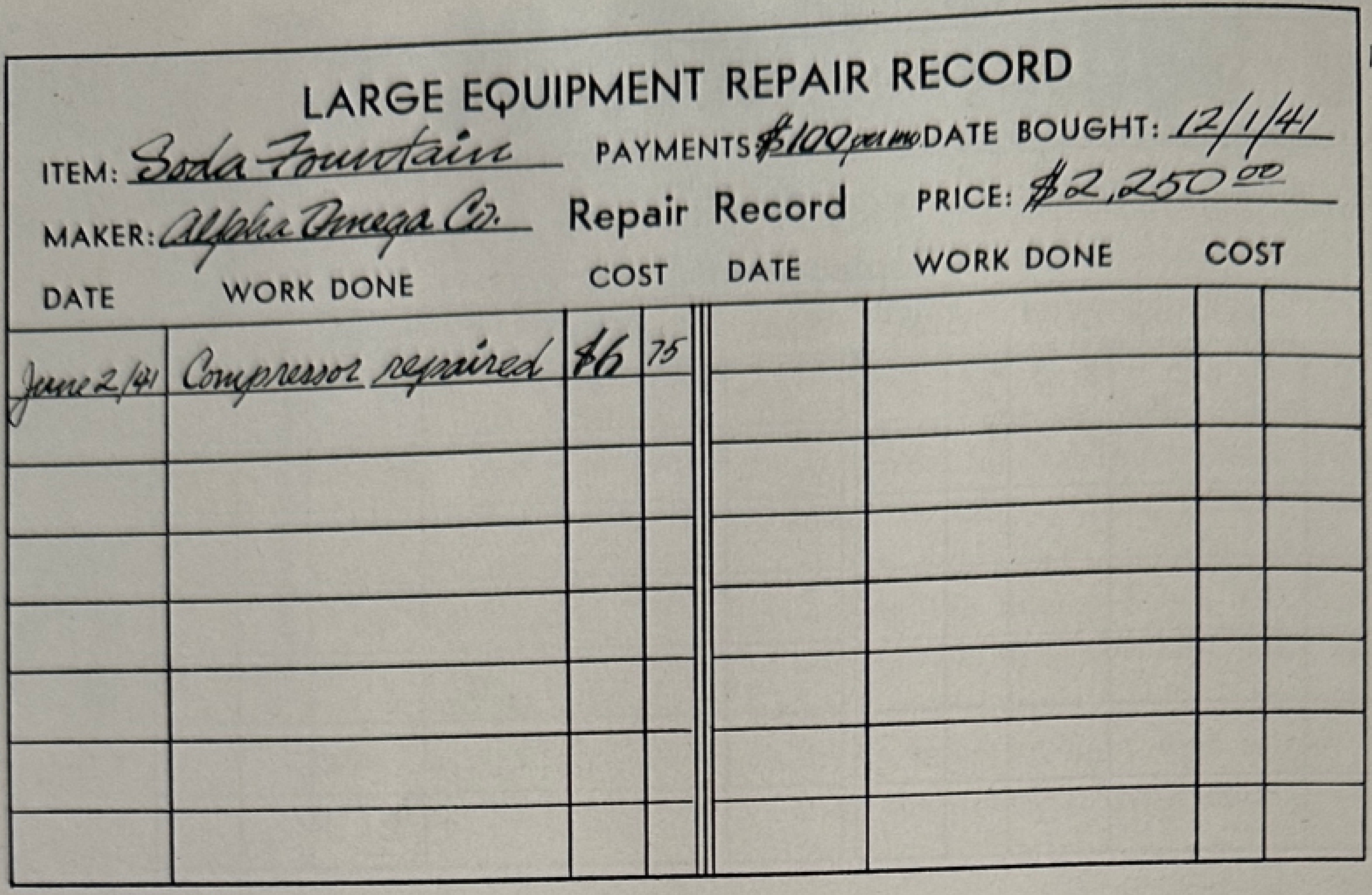
Unless the soda fountain manager insists on this, he will not be able to justify his salary or bonus to the owner. What is the use of a manager making out Equipment Replacement and Repair Record Cards if he does not know the amount of the Reserve Fund set up to take care of these expenses? No manager can do a good job of running a soda fountain if he is blindfolded by the owner.

Take cash discounts as one example. The soda fountain manager should include as part of his duties the filling out of invoice-payment records for the owner to scrutinize and then pay by check. In filling out these records the manager should see that all cash discounts are taken. On monthly purchases of $2,500 the cash discounts amount to a respectable sum each year. But, surveys have shown that few managers or owners really get this extra profit!
Cash discounts are usually given for bills paid by the 10th of the month following the date of purchase and careful purchase planning will show the manager that by buying most of his heavy requirements around the 12th of the month he can obtain almost a full month's credit and still earn a cash discount.

Where weekly payments are required, the manager should still insist on earning some cash discount. Luncheonette items which are billed weekly should be paid promptly and discounted at least 1%.

All disbursements should be studied to cut corners and costs. Insurance purchases are usually made haphazardly, and an analysis of insurance requirements may show a chance for real savings. Plate glass, liability against suits, fire, theft, and other insurance are investments against future loss. Under insurance will come bonding of employees handling cash, including the manager.

Petty cash payments often reach sizeable amounts. Buy Petty Cash forms and insist they be used. Petty Cash should start with $5.00 and each payment should have a signature. When the $5.00 is spent, all vouchers should be checked and another $5.00 entered.



LARGE EQUIPMENT REPAIR RECORD

ITEM: Soda Fountain PAYMENTS $100 per mo DATE BOUGHT: 12/1/41

MAKER: Alpha Omega Co. **Repair Record** PRICE: $2,250.00

DATE	WORK DONE	COST		DATE	WORK DONE	COST	
June 2/41	Compressor repaired	$6	75				

If cash registers are used behind the fountain, absolute control of the sum of money used for change purposes, usually called the "bank" must be maintained by the use of forms developed for this purpose. The manager himself should check each bank every night and morning and should be sure that each bank is intact. Once a month, for his own protection, the manager should insist on the owner checking each bank to see that no money has been appropriated.

When checking up your daily sales, particularly if several people use one cash register, there will usually be small shortages, more rarely, overages. If the shortages continue consistently, then employees should be checked for mistakes in making change and if the condition persists they should be made to each contribute their pro rata share until half the amount of each day's shortage is covered by their contribution. This is guaranteed to make them watch their change-making more carefully. But, if overages occur regularly then it is a fairly good indication that someone is "tapping the till" and is mixed up on the amount being taken each day. This requires a very close check on each employee and the condition may continue until an outside agency is employed to spot the offender.

Don't Take Any Wooden Nickels

Keep hammering at your employees, in weekly sales meetings and by supplying them with Treasury Department bulletins, that the counterfeit money passer is still active. Paste all government warnings, list of bad bill series, etc., in a place where all employees who handle money on the fountain can have access to their contents. There are two methods of making up the losses which occur when an employee takes in a counterfeit bill.

First, counterfeit insurance should be carried. But, because this usually only covers half the sustained loss, either the store has to make up the remaining amount, or it must be pro rated with the employee paying half the loss and the store paying the other half.

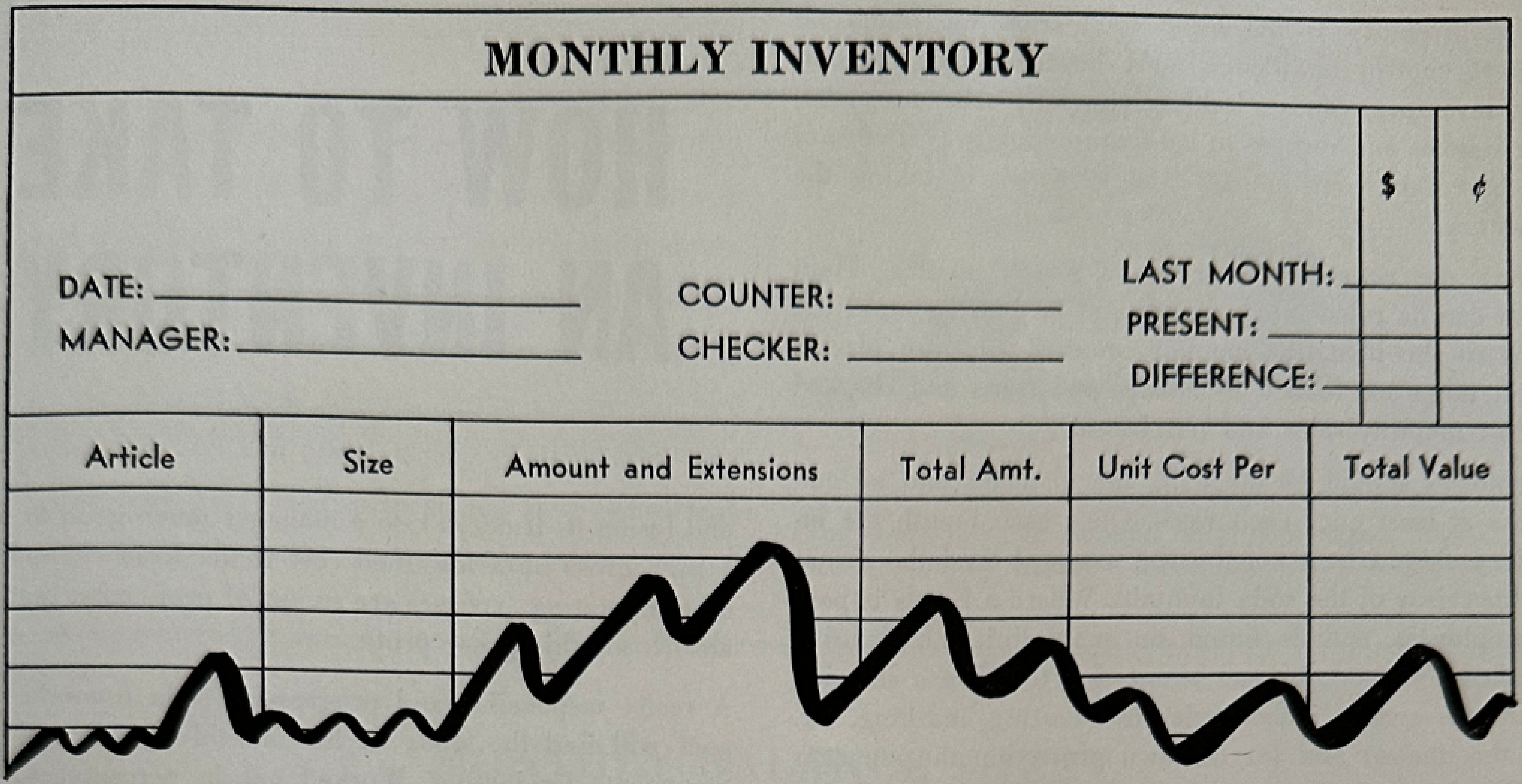
Where a cashier is responsible for handling all money, she should not be penalized by paying any part of the first counterfeit loss but on all other counterfeit bills she takes in, she should pay a proportion of the loss.

Taxes Are Tricky

Sales taxes are in effect in more and more states and the modern manager probably realizes that no one is quite so keen and persistent in collecting the money due him as the tax collector. Sales taxes are generally a nuisance for the soda fountain to handle. Two simple methods are as follows:

1. Segregate all sales tax collections. Put every cent of tax money in a separate container and keep a tabulated record of all items on which the tax has been collected. For instance, some states collect taxes on sodas but not on foods. Your checks should indicate whether the item was taxable or not.
2. Ring up all taxable items on a separate cash register or use a separate tabulator mark on your check thrower; then, divide the amount of taxable sales by the amount of the tax, **less the tax percentage** which has already been rung up.

It doesn't pay to be careless about paying your help, or in paying the government unemployment insurance deductions, social security payments, etc. It does pay to keep records of payments. Pay wages promptly and note deductions on the pay envelope, check stub, in the time book, and never fail to make employees sign a receipt for wages.



MONTHLY INVENTORY

DATE: ____________ COUNTER: ____________

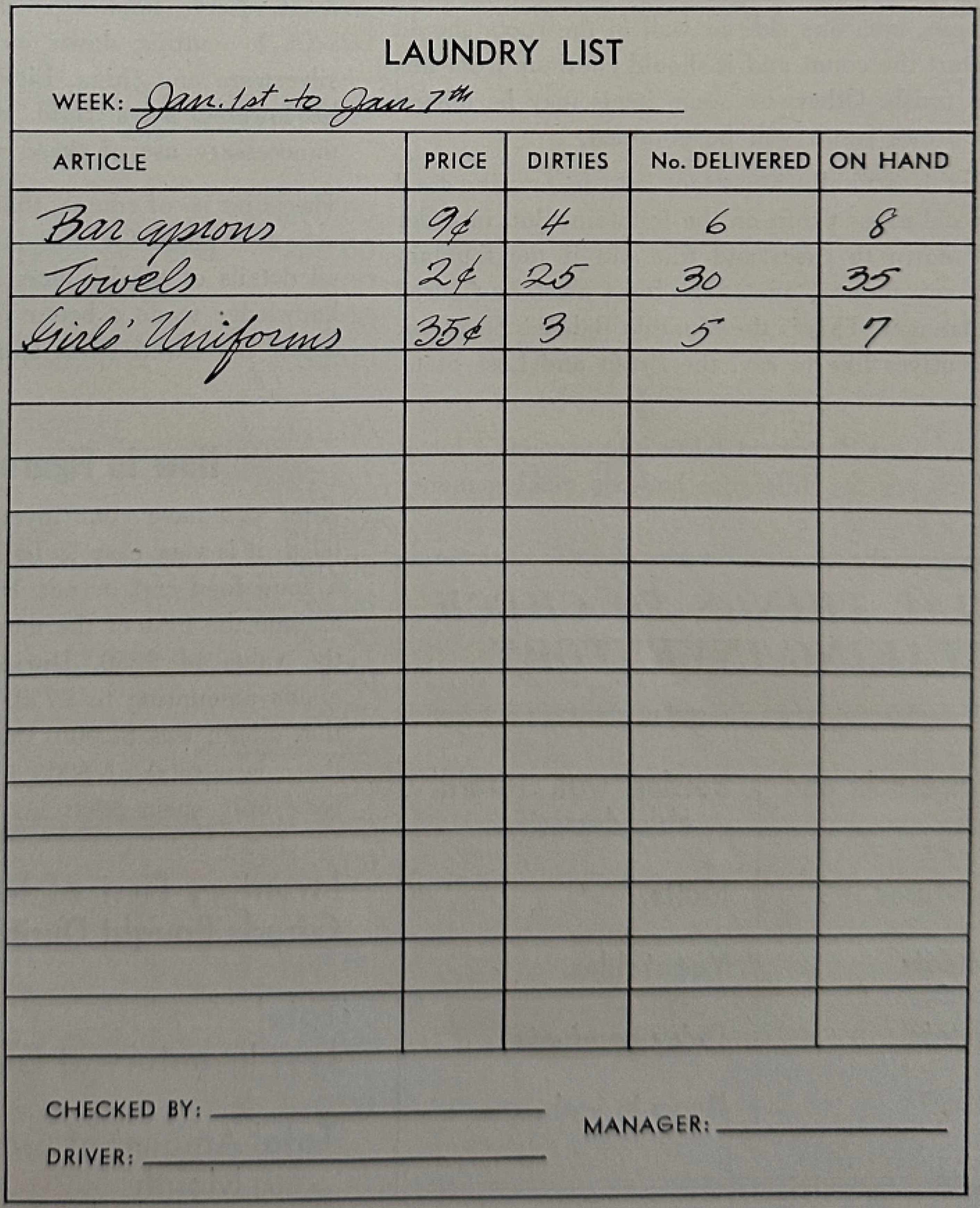
MANAGER: ____________ CHECKER: ____________

	$	¢
LAST MONTH:		
PRESENT:		
DIFFERENCE:		

Article	Size	Amount and Extensions	Total Amt.	Unit Cost Per	Total Value

Here is a simple, easy to use suggestion for a monthly inventory form that you can make yourself. All these forms are merely suggestive and can easily be varied to conform to any special ideas you may have with regard to size or any particular item.

The simple form illustrated here is one that will greatly assist you in solving the bothersome, but necessary, problem of Laundry listing and will enable you to have an orderly and systematic method.



LAUNDRY LIST

WEEK: Jan. 1st to Jan 7th

ARTICLE	PRICE	DIRTIES	No. DELIVERED	ON HAND
Bar aprons	9¢	4	6	8
Towels	2¢	25	30	35
Girls' Uniforms	35¢	3	5	7

CHECKED BY: ____________ MANAGER: ____________

DRIVER: ____________

HOW TO TAKE AN INVENTORY

The inventory is the basic foundation on which all cost control knowledge must be built. If you kid your inventory, you are kidding yourself! All your elaborate systems and records to help you maintain cost control are based on your honesty and accuracy in taking the inventory.

Taking the actual inventory is a simple matter. Plain paper can be ruled into columns and in these columns the name of the item, the amount counted, etc., are placed. Later, these are totaled in dollars and cents and checked against monthly sales and purchases.

Inventories should be taken by the manager and an employee at least once each week. Once each month the inventory should be taken by the manager and the owner or supervisor of the soda fountain. Where a bonus is paid to employees and is based on maintaining a definite, specified food-cost, human temptation to make a showing sometimes creates inaccuracies in counting, marking, etc. For this reason and for his own protection the manager should always do the counting and should use a different employee each week when taking the inventory.

The counting should be routed. For instance, the first item at the front of the backbar should be counted and marked first, then, the counting should proceed down the backbar and up the entire length of the fountain. In backrooms, kitchens, etc., one side or wall of the room should be used to start the count and it should continue from this point to the finish. Otherwise some items may be missed and an inaccurate result will be obtained.

The inventory is a vitally important help in figuring food costs and actual gross profit on the fountain. But, in order to get right down to cases and find out if the fountain really made any money, one more form must be figured out by the manager. This is the Monthly Balance Sheet, or, as some executives like to say, the Profit and Loss Statement.

The Profit and Loss Statement takes into account a lot of expenses which are the difference between making money and losing it. It doesn't do a manager much good to make a high gross on a low food cost if the fixed charges and other operating expenses are so out of proportion that they absorb all this gross profit.

SPECIAL THINGS TO CHECK IN TAKING INVENTORY

- Syrups in crocks and pumps.
- Salad mixtures.
- Sliced meats.
- Condiments.
- Sugar.
- Bottles with returnable deposits.
- Fruits.
- Vegetables.
- Dairy products.
- Items in iceboxes.

A really responsible and progressive soda fountain manager will find the study of his monthly Profit and Loss Statements fascinating. Worked out in percentages, each item of expense such as wages, insurance, amortization, etc., all present a challenge for him to develop ways of decreasing each cost total on the balance sheet. Fixed charges are called that because it is usually pretty difficult to change them very much. Some items such as replacement reserve fund, etc., can be decreased after the first year by cutting down on breakage, waste and loss of silverware and china. Light, heat and water charges can be lowered by a rigid system of economizing on the unnecessary use of these services.

The point is, of course, that the Profit and Loss Statement acts as a guide for the manager who is allowed to KNOW all details of the business he operates and who uses that knowledge to do a better job for his employer and to increase his effectiveness and self-esteem.

★

How to Figure Your Inventories

After you have your inventory marked, counted and totaled, it is very easy to figure out whether you have made a good food cost or not. Here is the way to do it. Let us assume the first of the month you had goods on hand to the value of $250. During that month you purchased goods amounting to $750. Therefore, your food cost for that month was $1,000. But, if your inventory shows that there is a total of $200 in goods still in the store, you have only spent $800 for merchandise.

Inventory First of Month	$250
Goods Bought During the Month . . .	750
Total	$1,000
Less Inventory at End of Month	200
Total Amount of Goods Bought During Month	$800

The following Balance Sheet is the ideal which you should try to reach. Compare your own Fixed Charge and Operating Expense percentages with those shown on this Balance Sheet. Take each item such as Payroll, Amortization, and see how your own statement checks against these figures. Strike an average and remember that you are a successful manager if your Gross and Net Profit percentages show consistent, even if slow, increase during the year.

"M-M-M-
LET'S SEE NOW
SWAMI...DO YOU THINK
THAT WE'LL MAKE
ANY PROFIT THIS
MONTH?"

You won't have to depend on crystal gazers if you use a monthly balance sheet like the one below.

MONTHLY BALANCE SHEET

Original investment		$6,000.00
Terms of lease		5 years
Business for current month		$3,000.00
BREAKDOWN:		
Gross Sales	$3,000.00	100%
Food Cost	1,200.00	40%
GROSS PROFIT	$1,800.00	60%
FIXED CHARGES:		
Rent	$ 210.00	7.0%
Amortization and Reserve Fund	100.00	3.3%
Insurance, Taxes and Interest	75.00	2.5%
Light, Heat, etc.	75.00	2.5%
Replacement on China, etc.	30.00	1.0%
FIXED CHARGES TOTAL	$ 490.00	16.3%
EXPENSES:		
Payroll (incl. manager)	$ 510.00	17.0%
Owner's Salary	180.00	6.0%
Bonus on Sales	30.00	1.0%
Paper Goods, etc.	45.00	1.5%
Laundry	15.00	.5%
Miscellaneous	15.00	.5%
EXPENSES TOTAL	$ 795.00	26.5%
Total Fixed Charges and Current Expense	$1,285.00	42.8%
RECAPITULATION:		
Gross Sales	$3,000.00	100.0%
Food Cost	1,200.00	40.0%
Total Expenses	1,285.00	42.8%
NET PROFIT	$ 515.00	17.2%

What About Merchandising?

A lot of people have tried to make a pretty confusing mystery about merchandising. Some of them have even attempted to make us believe that merchandising would solve every business problem. Merchandising *is* important, but let's just look at in its proper perspective. First of all, merchandising is just *one* of the many functions of management. Any good manager knows that you can't super-impose good merchandising on a foundation of poor management. For instance, it isn't going to do any manager much good to learn how to make some fancy sundae or soda if he doesn't actually know how much each ingredient in that item will cost him, whether or not it has been tested out in actual practice and whether or not it will consume so much time in preparation that his fountain will become jammed and lost sales will result.

No, merchandising in itself does not contain any complete answer to the selling problems of the soda fountain manager. Merchandising, after all, is just the old, common-sense virtues of friendliness, sincerity and ideas applied to the job of selling fountain products. Merchandising is the attempt to manage your fountain so that you will be able to offer your customers new, exciting items which have been tested by actual soda fountain managers like yourself, which you can sell at an attractive price and on which you can still make a nice margin of profit.

Merchandising as it should be regarded is simply the coordination of all *management* activities to increase sales, service and profits. When a soda fountain manager makes a rule that all backbar strips should be changed weekly, that is one form of merchandising. When a large company spends thousands of dollars each year supplying soda fountains with point of sale material, that is another form of merchandising. So, you see, merchandising efforts may be complex and expensive or small and less costly but they all adhere to simple and fundamental principles. When you meet the fellow who gives merchandising the atmosphere of a revival meeting, whose sole purpose is to inspire you with his cleverness rather than aid you sell merchandise, then is the time to quietly walk away and think once again that the very word "merchandising" means nothing more or less than "selling merchandise."

The soda fountain manager should be glad that a lot of companies have what we call a "selfish" interest in helping him with his merchandising problems. This "selfish" interest can be explained by saying that it is only natural for the maker of a product to want you to sell more of his merchandise. In order to help you do this, he will supply you with material which may aid you to sell more of many products by featuring them in combination with his, or feature the use of his equipment in bringing the consumer better finished items.

Large and small companies supplying soda fountains usually have capable people in their employ who study consumer-reaction on their products and who devise merchandising ideas and material that is useful to increased soda fountain sales. This, combined with the fact that consumer demand is created by millions of dollars spent in trade paper and consumer advertising, should make the manager realize that he has a great many interested, keen and able brains at his disposal nearly all of whom have this "selfish" interest in the business of his fountain. The best way to translate this "selfish" interest into positive benefits is to work with these companies. Take advantage of the material constantly being developed for you. Cash in on the money spent on the radio, in magazines and newspapers to acquaint your customers with various products. Work closely with the salesmen from each company. In fact, one of the best forms of "merchandising" I know is just to sit and listen to the ideas brought to you by supply company salesmen. These men are in constant daily contact with many other soda fountain operators and they have up-to-the-minute ideas of "how the other fellow did it" to share with you.

When you stop to think that your ice cream supplier, syrup, fruit and flavor, nut and other suppliers, beverages, dairy products, bread, equipment makers and the dozens of other companies who supply you with merchandise will also supply you with *selling material,* you can readily realize that most of your merchandising work is being done for you by these companies.

★

Merchandising Is Just Selling

Nearly everybody in this world is competitive by nature. People will enter into the spirit of competition just for the satisfaction of beating the other fellow. This principle of human behavior can be taken into account by the manager who wants more sales from each soda fountain clerk. It is necessary to train these people how to sell by holding weekly meetings, by having ice cream company salesmanagers and others talk to them, but it is also necessary to give them some stimulus to keep them in there selling all the time!

Competition and cooperation is the basis on which most successful soda dispenser selling plans have been developed. Set a goal which will require competition among employees to reach, and enlist their cooperation in suggesting ideas to help the fountain reach that goal.

For instance, you might set a 10% increase in sales with a decrease of 2½% in food cost as the goal for one month. Set aside small token prizes such as theater tickets, ties for men, hosiery for women, etc., for the best ideas on how to accomplish this task. Each employee should have a quota, and those fulfilling their quota should receive prizes also. For the employee who has the highest increase, or who submits the most suggestions which are used, a special prize should be given.

★

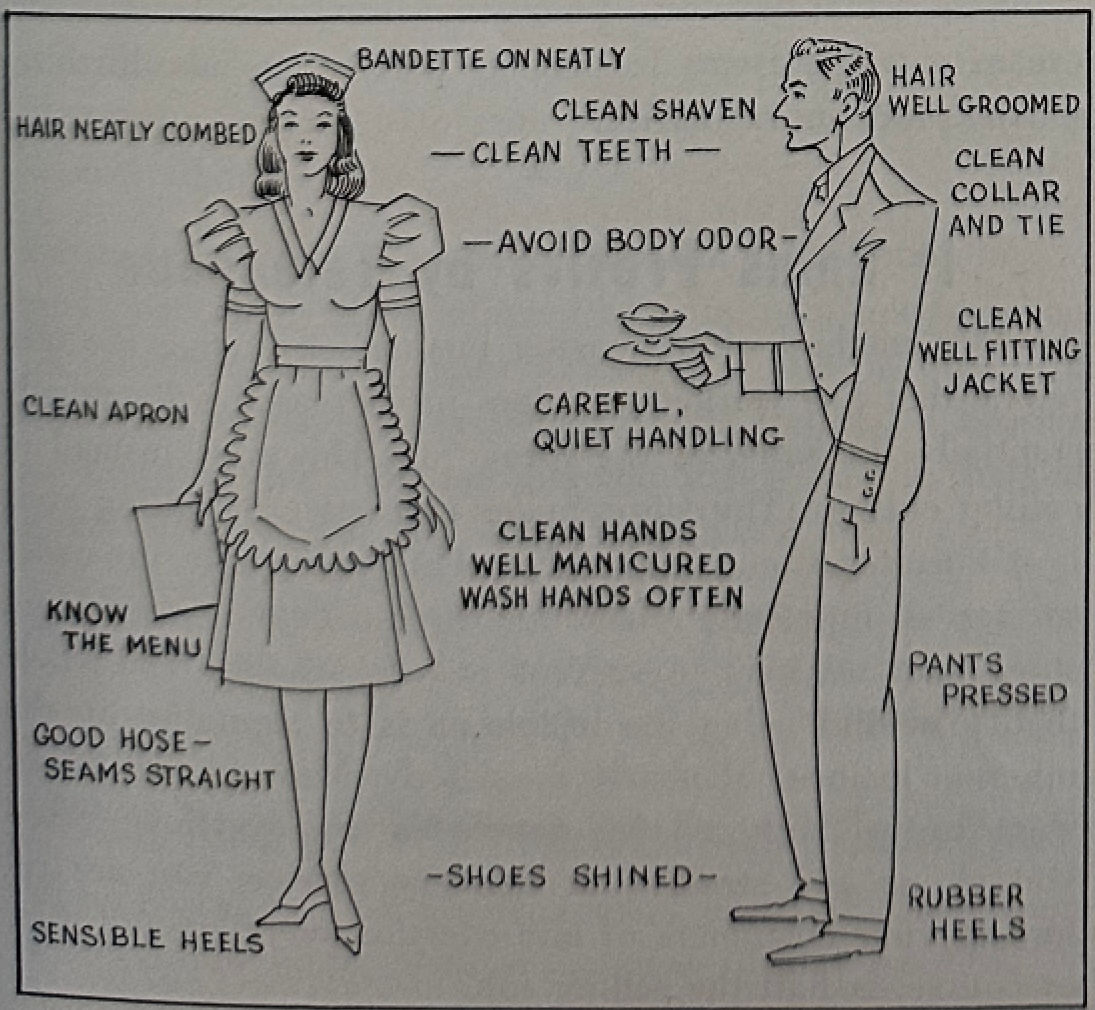
Merchandise Your Employees

Your individual employee is one of the most fertile fields for merchandising. They should naturally be neat, clean and well-groomed at all times. Keep pounding it in to them that they are the factors by which customers will judge the store. Train them intensively in developing better personal habits of cleanliness. Penalize any employee who comes to work without shaving, or any waitress or counter girl who is careless about the appearance of her hair. If the health department rules regarding periodic examinations of soda dispensers in your city are stringent, capitalize this fact by having "blow-ups" made of these rules and pin every employee's health card to the blow-up and feature this in a window display and in your advertising and mailings.

In order to dramatize the work you are doing in bringing the consumer well-trained employees, work out a plan to pay a part of the cost of various training courses in dietetics, service, etc., which are available through adult educational projects and the public school system.

You can go even further than that. Arrange to have the best local beauty parlor do the work on all your girls. Try to arrange a discount from the regular price and then pay ¼ or one third of the cost of waves, permanents, manicures, etc. Arrange tie-in advertising with the beauty parlor featuring:

1. The fact that you chose them to do the work for you.
2. You insist on frequent work being done on your employees for the benefit of the consumer.



A similar tie-up can be worked with barber shops for male employees and you can gain a lot of publicity and consumer-goodwill by paying a share of the cost of bi-weekly manicures for all employees, both male as well as female.

Develop a set of rules for your employees. Stress your insistence on sanitation, service and cleanliness, both personally and on the fountain. Feature these rules, the money you spend to help your employees gain a more well-groomed appearance and your general operating policy to the public until your fountain is synonymous with the highest standards of cleanliness in the mind of every potential customer. Make people want to eat at your fountain because they KNOW that it is clean, that they will be served by neat, courteous employees and that the food they buy will be tasty, clean and of the highest quality.

★

Do Your Employees Looks Like Bums?

A great many soda fountain employees do look like bums, you know. Apathetic managers will allow dispensers to wear uniforms that are so dirty they are practically ready to stand up all by themselves.

There is really no excuse for this. Uniforms have a positive merchandising value. Everybody wants to be nicely dressed when guests arrive, and if you will just look on your customers as *important* guests you will realize why uniforms should be spotless at all times.

There are two ways to secure uniforms. One is to buy direct from a uniform manufacturer. The uniforms you select should be colorful, comfortable and attractive. They should fit the employees and should be well-tailored. The other method of getting uniforms is to rent them from a local linen supply company. This eliminates any initial investment in uniforms and any replacement costs, but it has several disadvantages. First, you do not control your linen or the conditions under which it is laundered. Second, the rental charge is naturally fixed high enough so that the rental company will amortize the cost of the garment after a certain number of launderings.

Probably the most practical method of handling uniforms is to make all employees responsible for their uniforms. Have each new girl outfitted with two uniforms when she is hired and make her responsible for the laundering of these uniforms herself. For male employees, one pair of white trousers, which should be laundered each week-end, three jackets and caps are sufficient. The male employees should sign for these uniforms, should carry the burden of having them laundered frequently, but the store should pay the cost of the laundering.

Bar aprons and towels can be rented from linen supply companies much cheaper than they can be purchased and laundered. Take advantage of this idea.

Show 'Em and You Sell 'Em

Everybody likes to get something for nothing and everybody likes to taste new things or watch new equipment being demonstrated. Many merchandising successes have been built on letting prospective consumers sample various products. The soda fountain manager can build a real reputation and a large consumer following by strategically scheduling store demonstrations. These store demonstrations have a lot of real business-building advantages. These are:

1. They stimulate interest in the soda fountain
2. They get many *new* customers *into* the store
3. They provide extra traffic on slow days
4. They allow customers to taste new products
5. They provide a point to extra direct mail efforts

★

How to Hold a Store Demonstration

The most important thing is to first enlist the cooperation of the supply company salesman. Get him to provide you with samples of his products, or with latest models of equipment which he is selling you. Then, work with him *beforehand* in publicizing the demonstration. Have him work with you and aid in defraying the cost of circulars which will be distributed to people in your neighborhood. Two circularizations are necessary, one a week in advance of the demonstration and the other, two days before the demonstration.

The demonstration should be held on a Saturday when children are home from school. Store demonstrations attract children and they, in turn, will bring their parents into the store. Have the sales department of the company whose product you are featuring put in an attractive window displaying that product.

Getting down to the practical aspects of store demonstrations you will find that very little is required. A temporary, movable counter on which to display the items, and the attendance of the salesman or a domestic science woman as demonstrator is usually all that is necessary.

Another advantage of demonstrations is that they result in actual sales. If you are demonstrating a ginger ale, cookies or a similar item, put in a stock of consumer-sized packages and sell them at retail. The whole point of the store demonstration will be lost if it is made into just another free-lunch counter for parents and their kids.

★

Get Extra Profits from Combination Sales

People will buy if you will tell them what you have to sell. This holds just as true on the soda fountain as anywhere else. In addition to telling them what you have to sell, you can go further and suggest other things to go with what they have just bought.

For example, if a man buys a quart of ice cream, it is very easy to suggest a small jar of sundae topping to go with the ice cream. The result, an extra sale and added profits. Almost every item on the fountain can be sold in combination with some other item. If you are selling lime rickeys, suggest the item in combination with red raspberry sherbet at a nickel extra.

This may seem like old stuff, because practically everybody preaches about selling pie a la mode and they tell us to be sure and suggest doughnuts with that cup of coffee. And, it is all good stuff, too. But, it won't do you any good unless you decide to do it! And, you should make certain that your fountain employees are trained in methods of building up combination sales. Take one item each week, work out a combination-sale deal and give a prize for the dispenser who has the highest quota of this combination sold during the week's drive.

★

Into the Home by Telephone

Common, everyday things that we use sometimes become so customary and familiar that we don't always think of them as positive business aids. The telephone is one example. There are more uses for the telephone than just ordering tomorrow's supplies or answering complaints about the delay in sending up an order. Two ways that have been successful in using the telephone to build sales are as follows:

Talk with porters, elevator operators and other delivery men and make a list of the families in your neighborhood who employ maids. This job of getting these names is much easier than you think. Then, once you have the names, make a deal with your local telephone office to give you special service on Thursday morning so that you can reach all these prospects. Experience has shown that such Thursday morning calls result in increased business in two ways:

A. Orders for sandwiches and drinks for lunch.
B. Ice Cream orders for Thursday night dessert.

And, as a corollary, it accustoms these housewives to thinking of your store when they wish sandwiches, ice cream or other items for bridge parties, socials, birthday parties and anniversaries.

★

It Rains Profits by Telephone

Another method of increasing business by using the telephone that has worked wonders in increased sales is substantially the same as the foregoing. However, instead of calling only on Thursday, make a practice of calling your best customers on rainy days. This rainy day pre-order service is especially attractive to business offices, small stores and teachers in various nearby schools. The whole theory behind using the telephone is to capitalize on the inherent laziness of nearly everybody. Most people do not want to be bothered by details or by exertion. When you phone and stress your delivery service, you are relieving your customers of any exertion or effort and that, of course, is half the selling job.

Hire the Postman to Do Your Selling

Have you ever tried to hire anyone to call on your customers and try to get orders for your fountain items? If you have, you know it is hard to find anyone who will work and, probably more important, it is very expensive, too. But, you can hire men who will carry your message right into your prospective customers' homes for only 2c per call in your own city.

Many smaller businessmen, and this includes soda fountain owners and managers, feel that the subject of "direct mail" is pretty scientific and can only be used by big companies. The fact is, it is one of the cheapest, easiest business builders any business can have. Your first big job will be to compile a mailing list. This isn't hard, either. One way is to have special forms on which you ask customers to list suggestions for improvement of service, their reaction to various products they have sampled in your store demonstrations etc. Apartment house doormen, real estate agents and your daily newspaper all provide names and addresses in your neighborhood that you can use.

Work with your supply company salesmen, particularly your ice cream merchandise man in developing your direct mail campaigns. In most cases, they will supply stationery, circulars, mimeographing, etc., and all you will have to do is supply the names and the stamps. In writing your letters be sure you always ask the customer to do something, such as call you about some special, or send in Junior for a free cone on presentation of the letter etc. Another idea is to supply coupons good for a can of chocolate syrup with each quart of ice cream to those who bring them in as a result of your letter campaign.

To be most effective, try getting your letters out on and after the 11th of the month. From the first to that date is the time for getting and paying bills and your direct mail material is in competition to a lot of bills and letters that do not put your customer in the buying mood. Don't let up on your mailings. You will find, as great direct mail specialists have, that your response will be greater after the *fourth* letter! This means, of course, that you must plan your campaign to run consistently over a period of several mailings.

As in everything else connected with your fountain . . . study out other ideas adapted to your own neighborhood . . . include them in your letters . . . and be sure to do them! No manager ever increased his fountain's business by deciding that "all this merchandising stuff is certainly good, alright" and then forgetting about it.

You can't really expect to build a success unless you decide *now* to *do* all the things necessary to that success.

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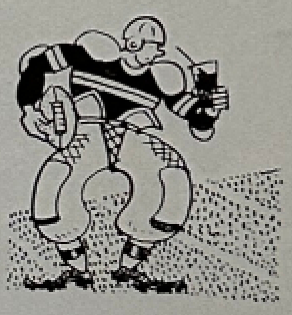
What Kind of "Winning Windows" Have You?

There's always a lot of excitement and talk when somebody comes along with a window display contest. We all like to look at the winner's display and figure out just why he won. It is nice of course, but we really should analyze winning windows from a slightly more commercial viewpoint. A window is a "winner"for you only when it helps you sell more fountain items. Naturally, you will want to make it as artistic and interesting as possible, but unless it pays off in actual dollars and cents increase in store business, the window is not paying.

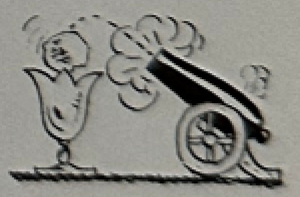
And, your windows do have an actual dollars-and-cents value to you. They are not only stages on which you can dramatize your fountain, service, sanitation, food and other appeals, but they can also be the means of lost business. Dirty, streaked windows full of faded dummy sodas and sundaes, or with dried-up, unappetizing food displays and tattered ginger ale bottles tipped drunkenly against fly-specked signs will not bring people into your store. Assuming that you realize this and want *your* windows to build more sales for you, it will be only natural to ask "How can we do it?"

There is nothing quite so interesting to your neighbors; and every person living in your trading zone is a neighbor, than local, neighborhood activities. Three ways you can capitalize on this fact are:

1. Feature activities of your local grade and high schools. When high school football games are being played away from home, have the score wired to you and paste it in your window. Feature pictures of the baseball team, basketball team, girls field hockey teams and all other sports squads. The main idea, of course, is to tie-in your window display with *people* who are known and read about right in your own locality.



2. Display trophies, emblems, flags and other insignia supplied by your local American Legion post. Display some of the guns they captured, and any cups they have won for band contests, etc.
3. Feature your local Boy and Girl Scout Troop activities. Work with the companies who supply you with various products and run contests among sewing clubs, church groups and womens' clubs, for new recipes, or new uses for the various products featured in your window.



When you enlist the cooperation of these various organizations in supplying you with material for display in your windows you are doing several things. First, you are getting on a personally friendly basis and meeting many new people who perhaps do not now trade at your fountain. Second, you are getting recognition and interest from hundreds of other people who are prospective customers. And, third, you are putting yourself in an enviable position to ask for, and get, the business of catering to all these groups when they hold their various functions.

"Let's talk abou

ICE CREAM"

Supposing you were asked to name the most important product on your soda fountain, what would you say? If you answered, "Ice Cream," then you would be in agreement with the same opinion that has been expressed by every other alert and progressive soda fountain manager the country over.

Since we both agree that ice cream is the most important single item on your fountain, then the question is . . . "How much do you know about ice cream?" If you answer, "Everything," then this time you are *not* in agreement with the findings of impartial investigators during countless surveys. As a matter of fact, here is what these investigators did find out . . .

MOST MANAGERS

Know very little about the nature of ice cream.
Do not know how to buy ice cream.
Have no understanding of overrun.
Do not train personnel in the care and handling of ice cream.
Have no adequate idea of how to figure ice cream costs *accurately.*
Do not insist on standard portions in serving.

Because this condition has been found to exist in every kind of soda fountain including large chains and independents, it might be a good idea if we looked into some of the things we should know about ice cream so we can:

A. Make every bit of profit possible from its sale.

B. Train employees so that they will not lose any money by careless handling.

C. Answer the criticisms of customers and militant consumer groups.

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What Do You Know About Ice Cream?

Have you ever had a customer ask you technical questions about ice cream? Have you faltered and fumbled when what you should have done was to give a clear explanation about the nature of ice cream, its importance on the fountain and its importance as a healthful food!

This hypothetical customer should be interested in knowing why the highest standards of sanitation must be maintained in the manufacture of ice cream. Because the main ingredients of ice cream are pure milk and cream it is vulnerable to attack from outside sources. Milk and cream can be pasteurized and homogenized to a point where the bacteria count is almost nil. But, if the flavoring is not just as sterile, the ice cream may develop a high bacteria count which, while not harmful, gives consumer organizations grounds for their unjust criticism. This is one reason why good ice cream manufacturers buy nothing but the very best quality fruits, flavorings, nuts and other ingredients. It is also a reason why every step in the manufacture of ice cream is guarded in two important ways.

1. By the ice cream manufacturer himself who has a personal pride in the reputation of his product.
2. By Federal, State and other governmental agencies who have made stringent laws and regulations covering every phase in the manufacture of ice cream.

Knowing this, you can see why it is important that you carry on the work done by the ice cream manufacturer, by taking care with this product while it is on your fountain.

UNDERSTANDING OVERRUN

There is another ingredient of ice cream that most of your customers have a wrong idea about. Ice cream manufacturers call it "stabilizer." A lot of your customers call it a "filler." This is due to the fact that in the early days of ice cream making, gelatin was the only product which had a suitable stabilizing action. A great many products are used as stabilizers today, the most unusual being made from kelp—a kind of seaweed. Few ice cream manufacturers use gelatin at the present time. No matter what is used, stabilizer is important. It acts as an agent which gives the ice cream its smooth texture and also keeps ice cream from melting too quickly.

Now we come to the subject about which there is probably more misinformation than anything else connected with ice cream. There are three names for this:

1. The Dairy Scientists call it "expansion factor."
2. The Ice Cream Manufacturer calls it "overrun."
3. The Soda Fountain Manager calls it "that damn air they whip into ice cream to take away all my profit."

It should interest you and your customers to know that the Home Economics Division of the Department of Agriculture says this: *"All ice cream should contain a percentage, not less than 50% of its volume, in air. Unless air were present the product would be a solid, unpalatable mass."*

A SIMPLE OVERRUN TEST

You can easily prove this yourself by buying a prepared ice cream mix at the grocery store and trying to freeze it in your refrigerator tray at home. If you follow the directions you will have to beat it several times and the result will still be a heavy, tasteless, unpalatable block of long, icy crystals. So, you see, there is a very necessary need for the presence of air in ice cream. If your ice cream manufacturer is an established, reputable manufacturer you would probably find that the air which he whips into the ice cream he sells you is filtered. Many of the new ice cream freezers feature this improvement.

It might be a good idea for you to become accustomed to calling the air content in ice cream by its correct name of "overrun." Overrun is figured on a percentage basis. For example, a 100% overrun ice cream, which is about normal, means that the ice cream has 50% air, which is about normal too.

Overrun is going to be important to you, not only because it controls texture, smoothness and palatability, but because it directly determines the value to you of the ice cream you buy. And, it will control the price you pay for ice cream and the price for which you sell it. Finally, it will be a large factor in your decision of what brand to buy. In ice cream, price alone may be a poor basis on which to buy. Here are three reasons why this is true:

1. The well-known, well-advertised brands in your community have a prestige and consumer acceptance that will help you increase your ice cream sales and profits.
2. Shyster fly-by-night companies doing business on a basis of price alone are not equipped to give you aid in merchandising, advertising, or any of the things necessary in building your ice cream business.
3. Cheap ice cream is often more expensive ounce for ounce than a comparable, recognized brand which may seem to have a little higher per-gallon cost, because its much lower price is possible only because of its higher air content.

When you are ready to buy ice cream and an unknown brand is offered to you on the basis of price, one simple test is to put the high quality and cheap ice cream in shallow saucers. Then, time their melting point. You will find that the good quality ice cream will melt more quickly than the other. This is because the cheap ice cream uses more stabilizer to get bulk. Another test is to weigh a gallon can of each brand. Cheap ice creams sometimes have an overrun as high as 150% and therefore will weigh much less, having more air, than the high quality brand.

Furthermore, a cheap ice cream is hard to handle. Its excessive overrun means that you will scoop less portions from a can of this type than from good quality ice cream.

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More Cold Facts About Ice Cream

Now that you have a clear understanding about the nature of ice cream it should be easy to convince the customer why ice cream is not the same as other items. Just to get them clear in our minds, let us go over the basic points again.

1. Ice cream is manufactured under conditions of hospital-like sanitation and its manufacture is surrounded by health safeguards and Health Department inspections, etc.
2. Stabilizer is not really a "filler" but is an important, essential ingredient in the manufacture of good-quality ice cream. Too much of a poor quality stabilizer will spoil ice cream and is usually the reason why competition down the street can sell ice cream at lower prices.
3. Only the very highest quality fruits, flavorings, etc., are made with the care necessary to insure the customer of practically bacteria-free ice cream. This extra quality costs slightly more, but it is a vital protection for the consumer's family, particularly important because so many children buy and eat ice cream.
4. The "air" in ice cream is just like the "air" in whipped cream. It keeps it from crystallizing, gives it a smooth texture and makes it palatable. Without it, there would be no ice cream as we know it. Your own good commercial ice cream probably contains only the Federal definition of the amount of air, an amount which still gives the customers full value for their money. Cheap ice cream, because it contains too much air, is a poor buy for any consumer, both from an economic and health angle.

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Make Sure Your Employees Know, Too!

Knowing these facts yourself is not enough. You must make sure that every employee working on your fountain knows and understands them. Take the time to explain these facts to them over and over again. Have one employee assume the part of a cantankerous customer and criticize and question the other employees about the "reason why" certain things are so in his purchase of ice cream. Have the other employees answer and answer until they are so perfect in their knowledge they can use it for better personal selling of all ice cream items.

Look Before You Buy

When you have done this, your next step should be to take your employees for a visit to the plant where your ice cream is made. If you are buying a recognized brand, made by a reputable company, you will not be ashamed to do this. As a matter of fact, before you decide to buy, or change from your present brand of ice cream, you should thoroughly inspect the manufacturing facilities of the supplier. By doing this, and by taking your employees with you, you will dramatize to them . . . and to yourself . . . the reason for the urgent necessity of always handling ice cream with care and cleanliness. From your standpoint it is simply good business to do this. Cash in on the flavor, taste, appeal and quality of the ice cream by making sure that none of these important attributes is lost from the time the driver places the ice cream in your cabinet until it is served.

In addition, arrange with your ice cream manufacturer to hold open house for your customers. Give invitation tickets to various customers and make up groups for evening visits to the ice cream plant. Your ice cream manufacturer will work with you and will be glad to give samples.

Carrying this plan a little further, work closely with schools, Boy Scout Troops and other organizations and have them taken on guided tours of the plant which supplies you with ice cream. This will accomplish many things. It will make you talked about in your neighborhood. It will impress important customers with the quality and care that is put into your ice cream brand and it will build up a greater consumer-acceptance of that ice cream on your fountain.

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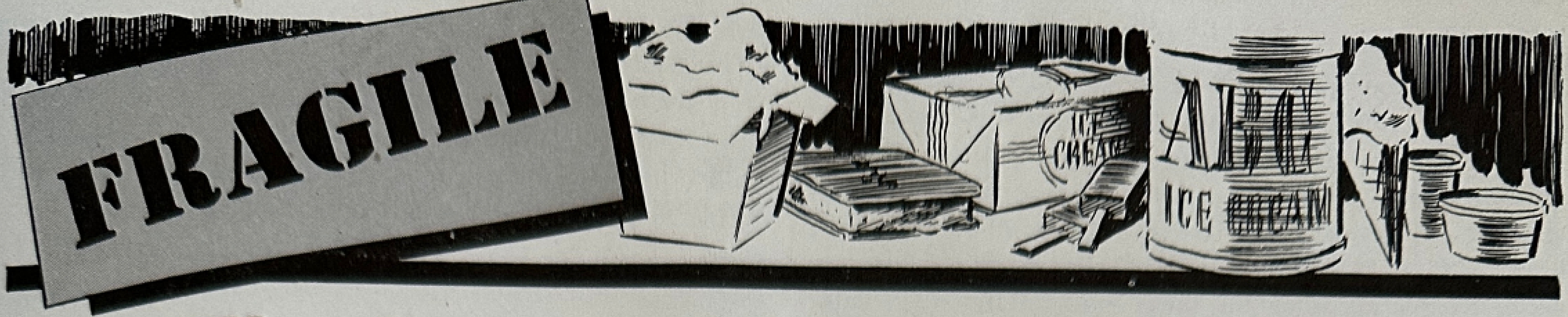
Never Argue—Explain

In selling ice cream try to avoid letting your customers put you on the defensive. If they have a complaint, which is usually founded on false knowledge, be sure to have a correct and reasonable answer ready. Naturally, never argue with any customer about any aspect of ice cream. Take a "reason why" attitude and make them go along with you mentally until they thoroughly understand. In this way, you will not only have gained a satisfied customer, but you will be enlisting another consumer away from acceptance of misguided knowledge and putting that customer to work for you, your store and the whole soda fountain and ice cream industries.

Ice cream companies will be the first to admit that the ice cream industry has made many mistakes. But, a newer, more progressive group of executives are in the industry now and you can take your problems to them. If you will just try working closely with this most important of your suppliers, you will find that they are anxious to cooperate in helping you do a better all-round job on your fountain.



The Care and Handling of ICE CREAM

As we have seen, ice cream by its very nature is an extremely delicate product. It is subject to easy contamination, is highly perishable and contains great possibilities for loss if extra precautions are not taken in every detail of its care and handling. In fact, constant supervision must be exercised over ice cream from the time it is taken from the delivery truck until it is scooped for service to the customer.

This supervision should begin with the deliverymen. Many times the drivers are behind schedule and there is a frequent temptation to handle the ice cream carelessly, and consequently with lack of care. The manager should *insist* that ice cream be handled just as carefully as eggs!

Cans or cartons of bulk cream should never be dropped heavily, either on the sidewalk, the counter or into the storage cabinet. First, dropping may damage the container, and, second, it may shake down the ice cream and cause a decrease in its bulk. If the manager receives cans or cartons that are damaged, broken or dented, they should not be accepted. The ice cream manufacturer sends these out in good condition, he is usually proud of his reputation, and the manager will be conferring a favor by refusing to accept damaged goods and by reporting them immediately.

Fresh ice cream must be put into the cabinets at once! Deliverymen have the habit of unloading whatever has been ordered, then fussing around with delivery books and receipt pads. Then they carry the ice cream into the store and begin a long song and dance with a dispenser or the manager. By this time the ice cream has been exposed to normal outside or room temperature for an appreciable length of time. Because ice cream melts easily, it has been estimated that excessive shrinkage, sometimes as high as 5% of the bulk, will occur when ice cream is exposed to normal temperature for even a short length of time.

The best method of overcoming this is to arrange a delivery routine with the driver. Unless ice cream is ordered the night before (some companies make a practice of phoning orders), it is best to have the driver come into the store and get the order. This should include bulk cream, bricks, Dixies, novelties and any specialties. The driver should be given the order and while he is outside unloading, the storage cabinet should be arranged to receive the fresh cream. Old stock should be moved so that the new stock can be put on the bottom. Immediately on delivery, the fresh ice cream should be popped into the storage cabinets in as short a time as possible.

The manager should design some simple kind of a form on which to record one or two important facts when ice cream is delivered. Since the cost of ice cream depends primarily on weight, the ice cream should be weighed on delivery. Slight fluctuations in weight should be expected, but if constant and appreciable differences exist, it should be reported. Because the flavor, and type of flavor, control the finished weight of the ice cream to some extent, there will be variations between weights of different flavors. However, the manager who keeps a record of weight on delivery will be able to instantly detect any great change in weight per flavor. A simple form for recording delivery of ice cream facts follows:

Ice Cream Delivery Record

Date	Total	Driver ....
Order:	Temp.	Total weight.......
Amount	Flavor	....
....	....	....
....	....	....
....	....	....
....	....	Weight per gal....

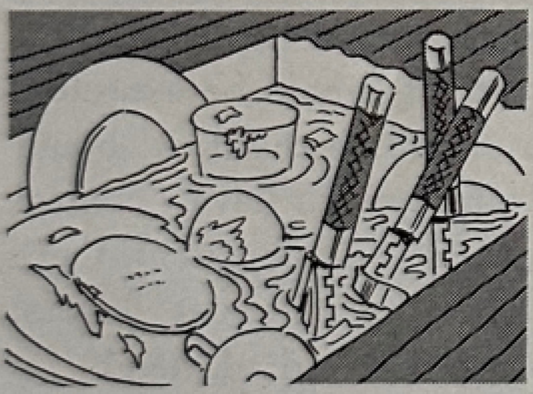
In using this simple form it is not necessary to weigh brick cream or novelties. In order to arrive at the weight-per-gallon, divide the amount of the order into the weight. For example, if 10 gallons of vanilla is ordered and it weighs 49 lbs. the manager knows instantly that each gallon weighs 4.9 lbs. or 78.4 ounces.

Allied with the whole question of loss through careless handling, is the problem of how much ice cream is lost through unsanitary cabinets, filthy scoops and careless methods of dispensing. Because ice cream is susceptible to strong odors, all equipment used in connection with the service of ice cream should be kept clean as possible.

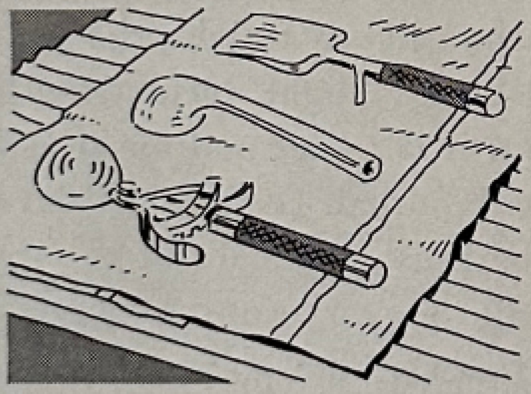
The scoops and spades should be kept in a compartment provided for the purpose and this scoop sink should be kept in good repair. The water should flow through it at all times, and frequently during the day it should be emptied and flushed out, then refilled. Too many fountains have scoop sinks which contain a scum, or slimy film of syrup residue all along the lower sides of the sink. This is unsanitary and dangerous to health.

The scoops themselves should be kept clean and free from rust. If a gearing-type scoop is used, the gears should be free from slime, should be clean and should be sterilized each day. If one of the new type scoops is used, it should be thoroughly washed and scalded at night, and then dried off and allowed to stand in the air during the night. Scoops and spades should not be left in the scoop sink overnight.

A rough, clean towel or sponge should be kept near all scoop sinks and the scoop or spade should be semi-dried on its clean, dry surface, preventing any possibility of small drops of water getting into the ice cream. This is important because ice cream is kept at a below-zero temperature and when water comes into contact with the cream, freezing occurs instantaneously. Customer-complaints about "ice in the ice cream" and "your ice cream seems to be crystallized" can usually be traced right back to the practice of carelessly scooping the cream with scoops from which water is dripping in a thick shower of drops.



Don't ever leave your scoops like this overnight, but . . .



Do let them stand in the air . . . you'll feel better next morning.

Don't Be a "Softy" About Ice Cream

If softening occurs the manager should make it a rule that it must be reported immediately by the employee who first discovers it. Soft ice cream can cause heart-breaking losses, and it can be avoided by seeing that all equipment such as compressors, etc., are regularly oiled, checked and inspected. If softening in the ice cream is present, the service department of the ice cream company should be notified, or the manager who maintains his own equipment should get a serviceman as soon as possible. Delay means dollars!

The best all-round temperature for most efficient service is about 8 degrees. Temperature is sometimes affected by accumulated frost forming on the inside lining of cabinets. This frosting must be removed at frequent intervals by defrosting the cabinets wherever possible. Where business is too steady to permit this, it should be carefully scraped or chipped off with a blunt ice chipper. When removing the accumulated frost, the cream should be removed from the compartment being cleaned and stored with the other cream, leaving one compartment of the cabinet empty. This will allow ease of access in removing all frost accumulations from the lower sides and bottom of the compartment. It is inefficient to do as many dispensers do—chip off a little frost at the top of each compartment, allowing some to get into the ice cream and leaving the ice cream to slowly melt while cabinet lids are removed.

Frost not only interferes with proper refrigeration, but it is responsible for increased electric bills and, eventually, increased maintenance and repair costs.

Frost removal should be done when the regular weekly cabinet cleaning takes place. In well-run fountains the problem of excess frost-accumulations will never arise. A smart fountain manager sees to it that his cabinets are cleaned so frequently that frost has no chance to form.

Because ice cream deteriorates so easily it is imperative that storage cabinets be kept scrupulously clean. Even odors from tiny drops of water that may have fallen in the cabinet from scoops will affect the flavor. Therefore, it is almost essential that cabinets be cleaned at least once a week. As in the case of defrosting, each compartment should be cleaned separately; and thoroughly. The towel or rag should be fresh and clean. A dirty cloth may leave odors that will in themselves affect the cream.

STEPS IN CABINET SANITATION

1. Wipe carefully with a dry cloth immediately after all frost is removed.
2. When dry as possible, use a clean, fresh rag and wash carefully with lukewarm water containing a solution of bicarbonate of soda, or some similar commercial deodorant. The large ice cream companies use special compounds for washing out their ice cream mixers and they will be very glad to recommend the type they have found best for their own purpose.
3. After scrubbing thoroughly, the cabinet should again be washed out with clear, lukewarm water and then dried very thoroughly. It is a good idea to line the bottom of cabinets with thin waxed paper. This makes removal of ice cream residue much easier and also speeds up the time necessary for cleaning the cabinets.

Another loss that occurs in many soda luncheonettes is occasioned by storing too many flavors for the amount of business done. If the manager analyzes his delivery record, he can determine the rate of turnover of the different flavors. Vanilla, of course, is the favorite all over the country. A close second is chocolate, then comes strawberry with specialty flavors such as burnt almond, butter pecan, etc., running closely behind.

Where the manager finds a flavor moves slowly, it should be discontinued and a different flavor installed. In point of fact, it is often good business to change flavors frequently. The customer is given a wider choice and new and different flavors give a springboard to merchandising plans. A fairly good rule to follow in regard to rate of turnover is never to stock a flavor that does not empty a 2½ gallon can within three days during a normal business period. During dull periods, concentrate on popular flavors and brick ice cream.

Another great loss is in the usual method of transferring ice cream from one can to another. There will always be a small quantity of cream that cannot be scooped for service left in the can. The usual method of transferring this cream is to have the ice cream driver pack it down on top of the fresh can of cream. Or a dispenser whittles away at it until it has been compressed to such an extent that it is a loss-factor rather than a profit-maker.

In transferring ice cream from one can to another the best rule is: ***Don't!***

When any residue is left in an almost-empty can, it should be packed into a pail or carton and stored with the brick cream. In this way no pressure is exerted on the cream and time and care can be given to its packing for resale, just as it would in an ordinary transaction. This cream that is packed in a container should be sold as quickly as possible. No customer-resistance will be encountered if the dispenser is instructed to say: "I just packed a *special* . . . (quart or pint, as the case may be) . . . of vanilla; or whatever flavor is under discussion . . . would you rather have that than an ordinary packing?" The answer is invariably "yes."

It is most important not to compress the last remaining ice cream in a can onto a fresh can for two valid reasons. First, the older ice cream may affect the flavor of the fresh cream and, second, tests have shown that this compression can cause a loss of from 5 to 10% of the bulk.

Rules On Handling Ice Cream

TEN ICE CREAM COMMANDMENTS

1. Ice cream is delicate and perishable; handle it carefully!
2. Report any softening of ice cream immediately!
3. Keep cabinet covers tightly closed between servings!
4. See that water in scoop sink is clean and free-running!
5. Keep ice cream can or carton seal unbroken until ready for use!
6. Pat scoops and spades free of water before dipping into ice cream!
7. Do not transfer ice cream from one can or carton to a full can or carton!
8. Do not store ***anything*** but ice cream in cabinets!
9. See that all barmops and wiping cloths used around ice cream are clean and free from odor!
10. Do not drop, or handle roughly, ***any*** ice cream, whether bulk, brick or novelties!

In addition to these rules, the manager should design a cleaning schedule for use in checking up the various elements in fountain sanitation as applied to ice cream. A suggested form follows:

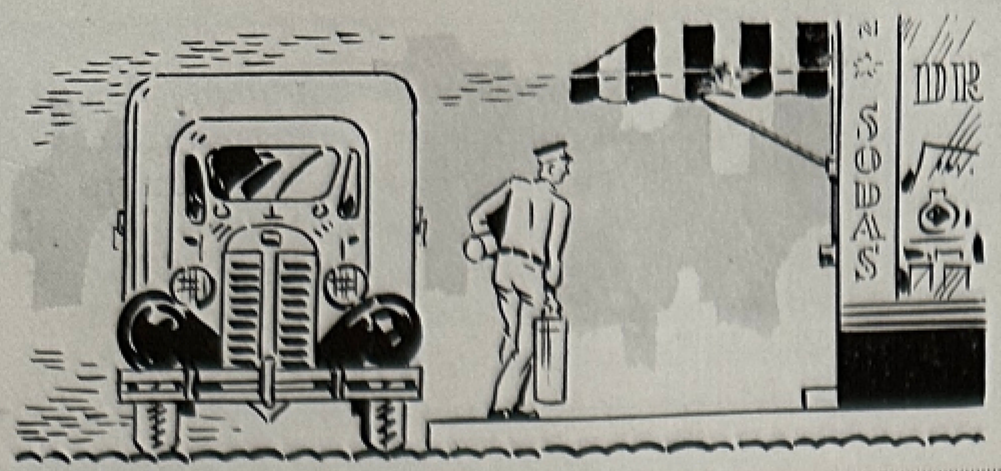
Ice Cream Sanitation Chart

Cabinet condition . . . .
Cleaned when? . . . .
Temperature? . . . .
Rinse water clean? . . . .
Drying towel for scoops used? . . . .
Condition of scoops? . . . .

Defrosted when? . . . .
By whom? . . . .
Stock on hand? . . . .
Scoop gearing clean? . . . . .

Soda spoons clean? . .
Vichy water fresh? . . .
Temperature of vichy? .
Date . . . .
Manager . . . .
Recommendations . . . .

. . . .



ICE CREAM COSTS and SERVICE

The problem of accurately figuring ice cream costs is bound up with the question of service. Many soda fountain owners and their managers fail to take into consideration the many factors entering into ice cream cost analyses; such as overrun, weight per gallon, price per gallon, and, most important of all, the amount served to customers.

This whole situation has been consistently overlooked by the majority of soda fountain operators. The importance of recognizing and allowing for all the factors entering into the serving of ice cream has been shown by various surveys and statistical analyses. These investigations have proved that the greatest loss in any soda fountain occurs from overserving, and overservice occurs most frequently in ice cream sales!

A leading, impartial research bureau, The Boston College of Business Administration, University of Boston, recently made an exhaustive study of the relationship of service to ice cream costs and their report reads, in part:

> "Records of 'over-the-counter' servings supplied by various stores, together with weights of different kinds of ice cream servings supplied to representatives of the Bureau shopping in different sections during the past year, bear out evidence that overserving is the most frequent source of low profits or loss of profits."

In addition carefully checked reports from many sources show conclusively that the *majority* of soda luncheonette operators lose money because they lack accurate knowledge of the cost of the ice cream in different kinds of servings.

Unless you keep detailed and comprehensive records of your costs you cannot determine your lowest basic selling price that will enable you to make a reasonable and adequate profit.

In figuring the cost of ice cream that goes into various servings such as sodas, banana splits, etc. it is necessary for you to have some standard by which the cost of various servings can be instantly calculated. This standard can have only one basis and that is weight. A great many managers and dispensers have a hazy idea of exactly what constitutes shrinkage. They usually compute their portion-cost by setting an arbitrary figure, such as 33⅓ or even 40%, and calling it shrinkage loss. In other words, this means that out of a 20-quart can the loss through shrinkage would be 6 to 8 quarts; or as high as 40% of the contents.

This brings us face-to-face with the factor exercising the greatest bearing on the whole subject and that is: misunderstanding of what constitutes the most important factor bearing on ice cream costs.

Ice cream costs can be accurately computed only on a basis of weight. For this reason you must make sure of keeping a detailed record of all ice cream weights. In doing this you will notice that different flavors will vary as to weight. Therefore, you see, it is necessary for you to have on hand a chart that will help you tell at a glance the weight-per-scoop and the cost-per-ounce at various per-gallon prices.

Handy
ICE CREAM COST CHART

(*a*) *Weights are based on cream having an expansion factor (overrun) of 90.*

(*b*) *Approximate fractions are used in costs for ease in commercial figuring.*

(*c*) *Costs based on cream weighing 75 ounces per gallon.*

WEIGHT	*PER GALLON COST*				
Ounces	@ $1.00	@ $1.10	@ $1.20	@ $1.30	@ $1.40
	¢	¢	¢	¢	¢
1	1.1/3	1.2/5	1.3/5	1.4/5	1.9/10
1¼	1.3/5	1.¾	1.9/10	2.1/10	2.3/10
1½	1.9/10	2.1/5	2.1/3	2.½	2.¾
1¾	2.¼	2.½	2.¾	2.9/10	3.2/5
2	2.3/5	2.4/5	3.1/10	3.1/3	3.3/5
2¼	2.9/10	3.¼	3.½	3.4/5	4.1/10
2½	3.¼	3.3/5	3.9/10	4.¼	4.½
2¾	3.3/5	3.9/10	4.¼	4.3/5	4.9/10
3	3.9/10	4.3/10	4.7/10	5.	5.½
3½	4.½	5.	5.½	5.9/10	6.2/5
4	5.1/5	5.¾	6.1/5	6.¾	7.¼
5	6.½	7.1/5	7.4/5	8.2/5	9.1/10
6	7.9/10	8.3/5	9.2/5	10.1/5	11.
7	9.1/5	10.	11.	12.	13.
8	10.½	11.2/5	12.3/5	13.4/5	14.9/10
9	11.9/10	13.	14.1/5	15.3/5	16.4/5
10	13.	14.¼	15.4/5	17.1/5	18.1/5
15	19.½	21.4/5	23.2/5	25.3/5	27.3/10
20	26.	28.½	31.3/5	34.2/5	36.2/5
25	32.½	35.7/10	39.3/5	43.	46.

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Cut This Out and Paste Where Every Employee Can Study It

Of each dollar spent at the soda fountain, ice cream and products using ice cream account for 46.63%. Ice cream brings customers to your soda fountain, which in turn attracts buyers to every department in your store.

If your soda fountain figures do not show this ratio, then you need a different application of proper punch and power in merchandising. This can be accomplished by the proper consideration of costs in making ice cream dishes. Serving just the right amount of ice cream for every dish is an art in itself and, if learned, can make your profits soar and bring you nearer to that ratio.

Amount of Cream to Pack

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Gills	3½ oz.
½ pints	5 oz.
Pints	12 oz.
Quarts	25 oz.

@ $1.10 this will cost:

Gills	5 ¢
½ pints	7¼¢
Pints	16½¢
Quarts	35¾¢

★

You can gross 50% profit on correctly packaged carry-out ice cream sales!

★

Remember! Ice Cream is cheap!
. . . Use plenty of it!

Figure Your Own Scoop Costs

1—Weigh your ice cream when driver delivers

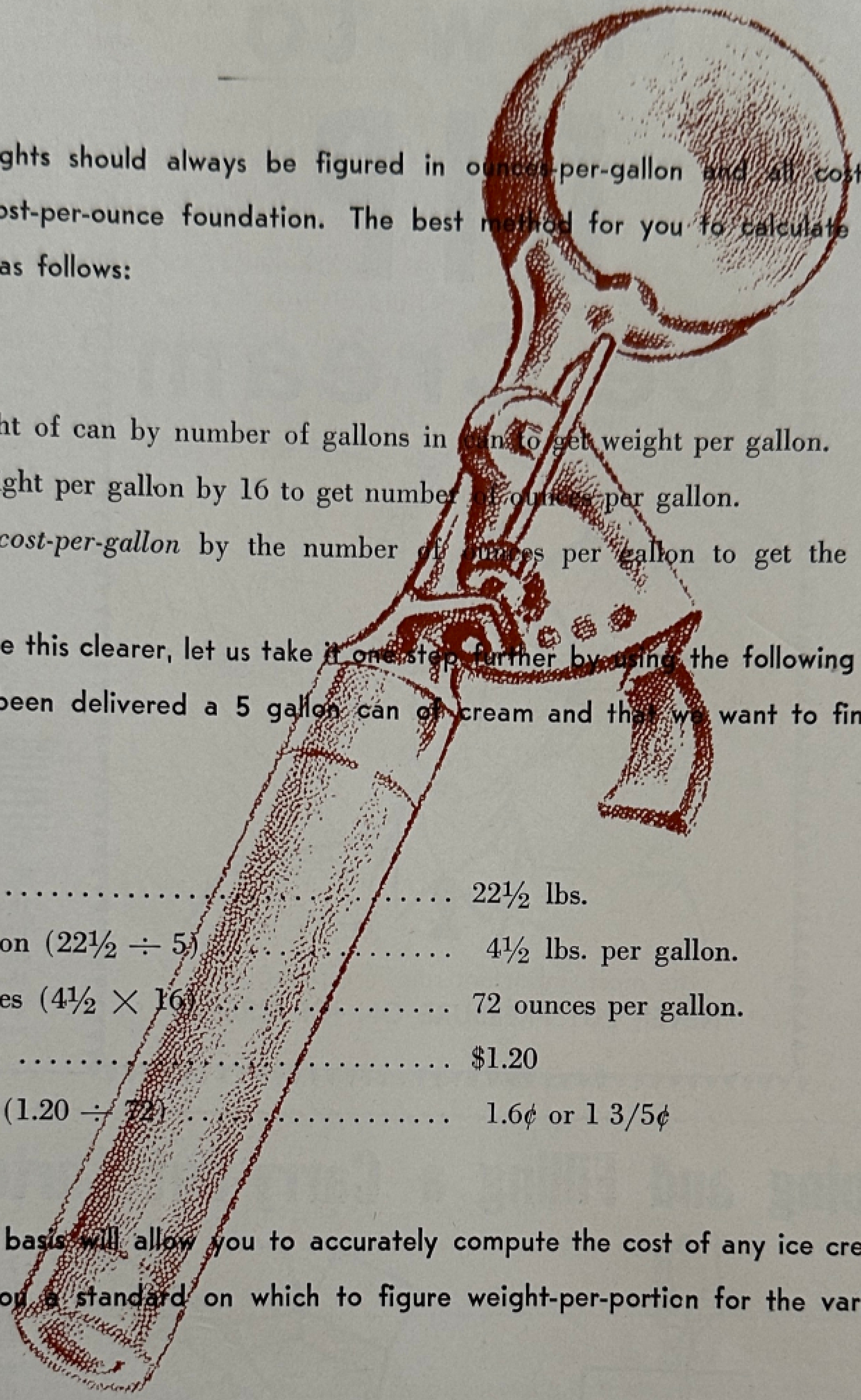
2—Weigh the ice cream you use in each size scoop

3—Divide weight of each scoop into weight of ice cream

4—Figure weight of each gallon of ice cream, divide into cost by ounces and then figure your scoop costs by weight

Study these charts. Keep them for reference and really refer to them to bring your costs under control. Only in this manner can you enable your business to make a profit. There is no "guess-work" or "chance" in a successful soda fountain business, and these charts will aid you to attain a practical method of conducting yours. Use the suggested weights as a guide, so that *every one* of your dispensers will dip each scoop and pack each carton to the end that your customers will be satisfied and you will do more business at greater profit.

TEAR THIS PAGE OUT AND PASTE IT UP—SEE REVERSE SIDE



These weights should always be figured in ounces-per-gallon and all cost figures should be based on a cost-per-ounce foundation. The best method for you to calculate these highly important figures is as follows:

a. *Divide* weight of can by number of gallons in can to get weight per gallon.
b. *Multiply* weight per gallon by 16 to get number of ounces per gallon.
c. Divide the *cost-per-gallon* by the number of ounces per gallon to get the cost per ounce.

In order to make this clearer, let us take it one step further by using the following equation, assuming that we have been delivered a 5 gallon can of cream and that we want to find out the cost per ounce.

Weight of can	22½ lbs.
Weight per gallon (22½ ÷ 5)	4½ lbs. per gallon.
Weight in ounces (4½ × 16)	72 ounces per gallon.
Cost per gallon	$1.20
Cost per ounce (1.20 ÷ 72)	1.6¢ or 1 3/5¢

Using this as a basis will allow you to accurately compute the cost of any ice cream per ounce, and will also give you a standard on which to figure weight-per-portion for the various servings.

This weight-per-portion is highly important, both in service and in cost-computation. We found that many managers think they are making money by giving a No. 24 scoop in various servings when analysis showed that the weight of the ice cream in their No. 24 scoop was greater than that served by trained dispensers in a No. 16 scoop.

Here we have a basis on which to predicate the one rule which you must impress on every dispenser, and to which dispensers should be made to adhere.

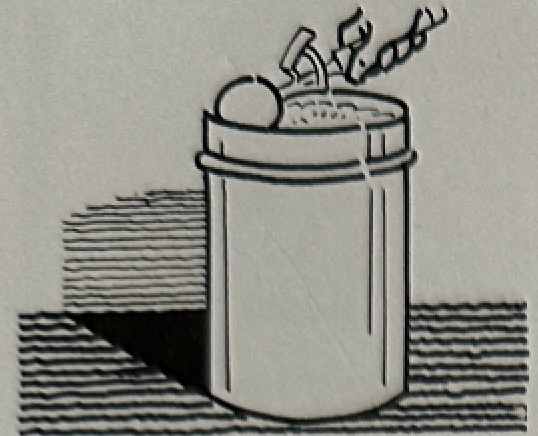
"The size of the scoop used is of less importance than the weight of the ice cream dipped!"

There is a right way and a wrong way to dip ice cream. The right way is an art in itself. Impress on your mind that time, care and effort must be taken to see that *every* employee who handles ice cream is trained in the essentials of properly dipping ice cream, and boost your profits.

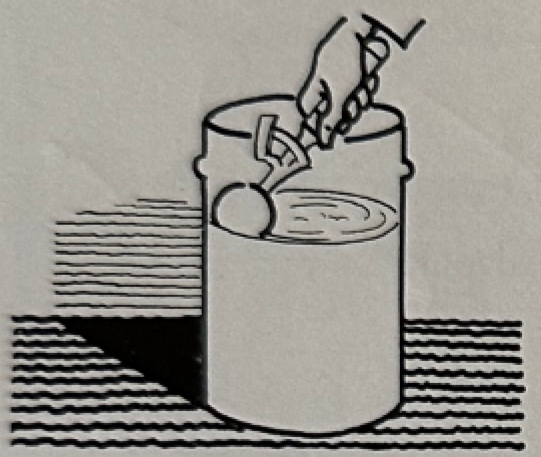
Most dispensers who have been checked at their work, during slack periods and rush hour business, invariably dip the wrong way with a consequent heavy loss in profits. The special technique required to correctly dip ice cream can only be acquired through practice. For this reason you should allow each dispenser, especially new employees, a certain length of time in which to practice correct dipping of ice cream. On the next page you will find a detailed explanation of the proper methods of dipping.

How to DIP Ice Cream

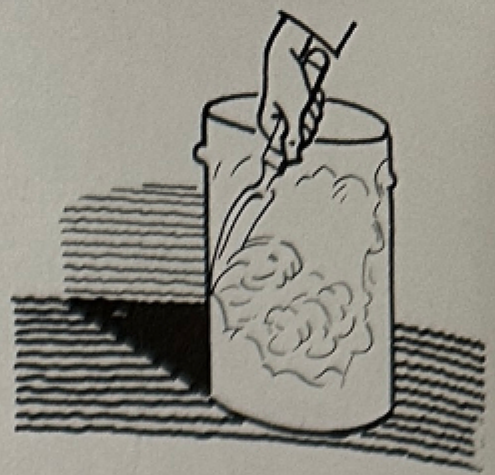
The most important rule in dipping is—
NEVER PUT PRESSURE ON ICE CREAM



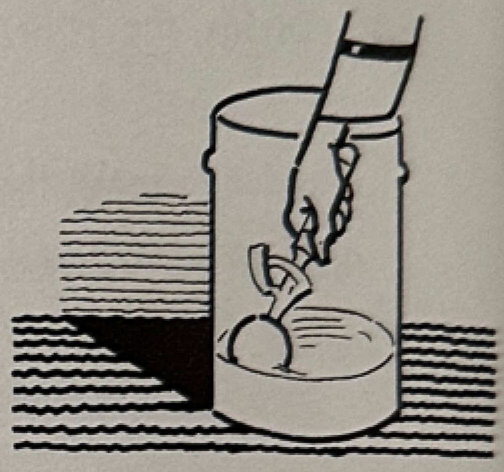
1. In dipping cream, the scoop should be inserted in the cream near the edge of the container, and then should be "rolled" upward, so that the cream really is "scooped" into a neat, but not too heavy ball.



2. Rolling the scoop upward results in minimum pressure being exerted in the air cells of the cream. When the scoop is rolled upward, the face of the scoop should be run lightly along the side of the can.



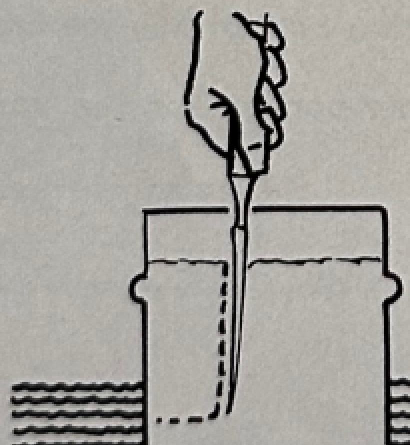
3. Never use a spade when cleaning the side of the container. Use a scoop as in the preceding explanation, and always run it along the side of the container with the cutting-rim at right angles to the container wall.

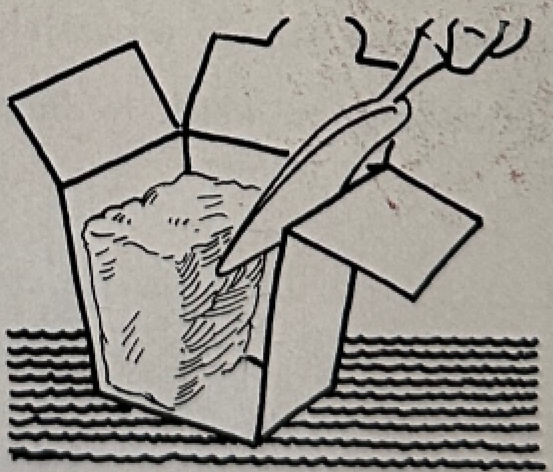


4. The face, or open part of the scoop, should not be pressed too tightly to the container wall because the lower the ice cream in the container, the heavier it will generally run.

Dipping and Filling a Carry-Out Carton

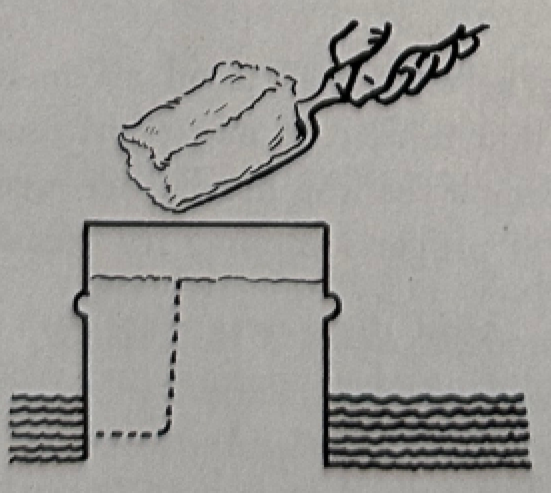
1. In dipping ice cream for carry-out packages, be sure that the right spade is used. A spade with rounded, sharp-edged corners has proved best, and your ice cream company will help you get this type. The main idea in dipping ice cream for carry-out packages is to use as few dips as possible. Make first cut almost the size of the carton.

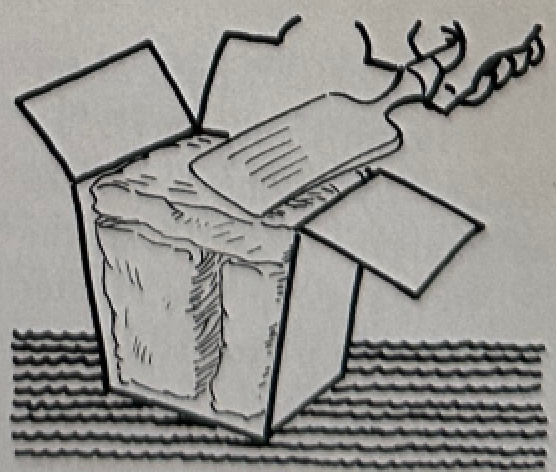




3. The large, first piece of ice cream should be eased gently into the carton and fitted into place with the edge of the spade. The flat side of the spade should never be used. Extra, smaller pieces that are necessary to fill in the rest of the container should be handled just as carefully.

2. The spade should not be rammed down into the container of ice cream, but should be slipped in easily, and the piece then lifted out gently.





4. The container or pail should not be packed with a rounded top, and the ice cream should not be pressed down heavily. This causes the customer to get too great a weight for his money, and weight is of primary importance in store-filled packages just as it is in other servings.

Wherever possible, the cartons should be kept as cold as possible. Many managers keep a certain number of pints and quarts in the brick and novelty compartment of their storage cabinets.

CONTENTED CARTONS

In order that all dispensers will give accurate, standard-sized portions, you should set aside a period when you can watch them practicing. Use a scale and weigh all dippings. Each scoop should have a base-weight which should not be exceeded. At first, dispensers will invariably over-dip, but with practice they will hit the base-weight approximately 80% of the time, *providing they are constantly supervised.* Make a habit of testing their scoop-weight servings during different periods.

Another method is to have the store "shopped" either by a regular research organization or by your friends. This is particularly important where store-filled packages are concerned. The best method is to have a friend, not known to the employees, buy various-sized packages, such as ½-pints, pints and quarts from different dispensers at varying times. Then immediately weigh the amount of ice cream in the container. This will help you to show the offending employee that his carelessness is costing your fountain money. There have been instances where the differential in weight of serving between two employees ran as high as 5 ounces per quart carton. This over-service sometimes means the difference between profit and loss in ice cream sales.

You will, of course, set your own scoop-weight base which, in turn, will depend on the weight of your ice cream per gallon and the cost per-ounce. You should also devise a chart showing the *maximum* weight allowed in each scoop serving. The following chart is one that has been in use for many years and it is suggested that you have your employees thoroughly understand it.

Suggested Scoop-Weight Chart

SCOOP SIZE	SUGGESTED WEIGHT	COST @ $1.10*
No. 30	1 oz.	1¼¢
No. 24	1½ oz.	2 ¢
No. 20	1¾ oz.	2½¢
No. 16	2½ oz.	3½¢
No. 12	3½ oz.	5 ¢
No. 10	5 oz.	7¼¢
OUTGOING CARTONS		
Gills	3½ oz.	5 ¢
½ pints	5 oz.	7¼¢
Pints	12 oz.	16½¢
Quarts	25 oz.	35¾¢

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*The fractions used in suggested costs-per-service are only approximate. The main point to bear in mind is that weights should not be either too much above or too much below those suggested here. In this, it is important that dispensers understand the reasons necessary for the extra care that must be taken when dipping or packaging ice cream.

★

All this may strike you as being a bit too text-bookish to have any practical value. But, have a look at the facts. Tests have shown that trained dispensers under supervision were guilty of over-service in 7% of sales made. Trained dispensers who were *not* constantly supervised were guilty of over-service in nearly 62% of all sales made.

★

The moral is: watch your dispensers. See that they are trained in the factors governing ice cream costs, and once trained, make certain that your supervision is constant.

TASTY-FLAVOR TEST
think of

Syrups and Toppings

Flavor is what sells all those high-profit-ratio items made with aid of syrups and toppings. Flavor is what keep the public in favor of such special dishes. Many managers and operators seem to lose sight of this flavor-appeal and the result has been lost business. For that reason we say, if your eye is on flavor—syrups and toppings can make your store the favorite for special dishes.

There is a great deal of loose thinking among managers regarding the value of high-quality syrups and toppings. The average fountain operator does not seem to fully realize that a poor syrup will ruin the flavor of an expensive ice cream and cut down on repeat business.

We cannot stress enough the tremendous appeal of flavor. Merchandising and marketing authorities in all lines of food business have made surveys and tests which have proved this point time and time again. Tremendous sales have been built on a single specialty item with flavor-appeal. By using a chocolate mint syrup with a distinctive flavor, one soda luncheonette owner built a business employing 34 dispensers. People came from miles around just for specialty items made with this syrup.

Just a casual study of the advertisements appearing in magazines will give you a relative idea of the importance of *flavor* in our daily lives. Cigarettes emphasize the mild flavor of the tobacco from which they are made. Bakers stress the chocolate-y flavor of their cup cakes; the different, original flavor of special products; the flavor change which can be had through varying the bread diet. Ice cream makers never advertise the coldness or the hardness of their product. It is always *flavor*. Even pills and medicines are made to camouflage unpleasant tastes.

Our taste-buds have long memories. That is why customers will go out of their way to patronize a fountain serving superior coffee and why most of us will remember for years some particularly excellent meal. Despite this, we find many luncheonette managers trying to economize by buying cheap syrups of doubtful quality and decidedly poor flavor. This will prove in the long run to be more expensive rather than cheaper.

★

In buying syrups and toppings the same rule must be applied that holds true in buying any fountain item; i.e., buy on a basis of quality and flavor with price a very minor consideration.

There are two very definite reasons why this should be done. First, it has been definitely established that the syrup-percentage of any finished drink or item is very small. Depending on various factors, it is safe to say that the highest quality syrup can be used in any soda fountain item and its percentage of the finished total-cost will be from 8 to 10%.

And, most important, your own analysis will prove to you that high-quality syrups when figured ounce-for-ounce, are much cheaper than those whose main appeal is price. In order that this may be clear, it will be necessary to touch on certain characteristics of various syrups, and methods by which you may test their quality and their relative economy.

The average commercial syrup or sundae topping is sold in a concentrated form. This is due to the fact that in cooking, some sugar is added and a great deal of water content is lost. Now it is very hard to tell offhand just how much sugar any given brand of syrup contains. Many

Flavor!
TEST our Tasty-Flavors

managers make the mistake of confusing heaviness in the syrup with strength and flavor.

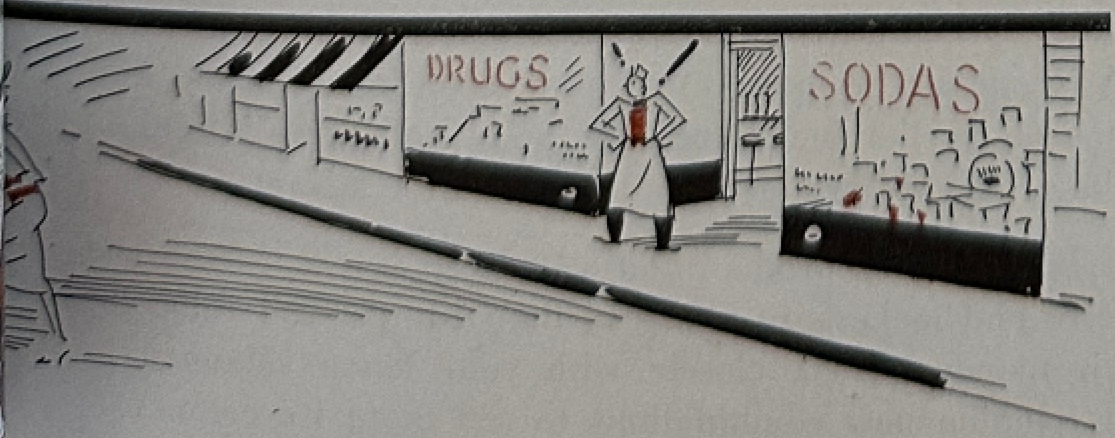
In point of fact, heaviness or thickness of the syrup may denote the presence of a great deal of sugar. Since sugar is much cheaper than good fruit, many price-conscious manufacturers use it to the detriment of the strength and flavor of the syrup. In addition, this heaviness successfully disguises the fact that the proportion of fruit is much smaller in lower-priced syrups.

There is another factor to watch carefully when comparing syrups of different prices. It is the dilution-ratio of the syrup. You will notice that on the label of each jar of concentrated syrups is stated the amount of simple syrup that may be added to make the concentrate suitable for pump or ladle dispensing.

In order to determine the relative economies of any syrup, there is a very simple test that you can use. Two-quart jars of the syrup or topping under consideration should be used in the test. Take the full contents of one of these jars and mix it with 3½ pounds of granulated sugar. Place this on a slow flame and allow the sugar to slowly dissolve. When the sugar is entirely absorbed by the syrup, pour the contents of the pan back into the jar and then ***measure the amount left.*** In a highly-concentrated syrup this should be almost one-third of a half-gallon jar.

•

In cheaper syrups an interesting fact will be apparent. This is: the syrup will *not* absorb the sugar, due to the fact that in the process of manufacture a maximum amount of sugar has been added.



This dilution-point is a very important factor in per-ounce costs of the syrup used in various items. In testing high-quality syrups it was found that many suggested using *four* gallons of simple syrup to one gallon of concentrate, in no case less than *three* gallons of simple syrup per gallon of concentrate.

In testing cheaper syrups the majority of manufacturers recommended the use of *one* gallon of simple to one gallon of concentrate, and in one or two isolated cases the most was two gallons of a simple syrup.

Therefore if a syrup costs even a dollar to a dollar-and-a-half more per gallon of concentrate, it is still cheaper than the concentrate which dilutes to only two dispensable gallons as opposed to five gallons for the more expensive brand.

Decide the per-gallon cost of the diluted syrup for yourself by using the following cost-data as a guide. Assuming the cost of simple syrup at 35c per gallon the comparative figures will be something like the following:

SYRUP COST COMPARISON DATA

HIGH QUALITY SYRUP:	
1 gallon concentrate	$3.00
4 gallons simple syrup	1.40
Total, five gallons dispensable syrup	$4.40
Cost per gallon of finished syrup	$0.88
CHEAP SYRUP:	
1 gallon concentrate	$2.00
1 gallon simple syrup	0.35
Total, two gallons dispensable syrup	$2.35
Cost per gallon of finished syrup	$1.17½
Saving per gallon on HIGH QUALITY syrup	29¢

This vividly illustrates the fact that, as in the purchase of ice cream, buying any brand because of price alone may be false economy in the long run.

There are one or two other points you should bear in mind when purchasing syrups and toppings. These are:

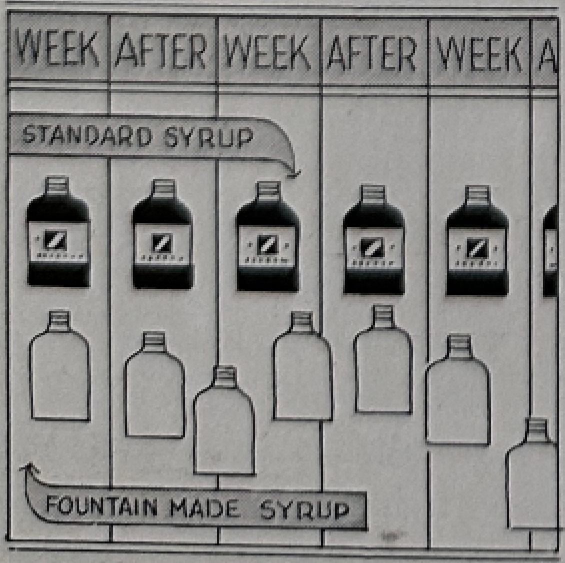
a. "slack-fill" and
b. "actual-count."

Slack-fill is the term applied to syrups or any product that has either a great amount of space or extra liquid in the package. For example, a crushed pineapple concentrate may contain twice as much syrup as fruit in brands of varying price. *Actual-count* is applied to items such as maraschino cherries, nuts, whole fruits, etc. Most reputable manufacturers tell the actual number of the contents of any given concentrate or similar item. In addition, it will be found that most good manufacturers tell on their labels both the NET fluid contents and the drained fruit weight. In the event this information is not available, it is a simple matter for you to drain the excess syrup from any crushed fruit topping or syrup and weigh the fruit that remains. This will accurately show the difference between syrups of varying qualities and price.

In fruit concentrates particularly, it is necessary to see if the addition of fruit-acid, or citric acid is necessary. There is always a certain amount of acid present in most fruits that is lost in the process of cooking. Cheap syrups have this added in high proportions with the result that a taste-test is not sufficient to determine how the strength and flavor of the finished dilute will work out in actual service.

There is a certain amount of controversy regarding the economy in making syrups on the fountain. This is true of chocolate especially. It has been the experience of many managers that you will be better off to buy most of your syrups, particularly the fast-moving flavors such as chocolate. There are many reasons for this viewpoint, chief among them being the fact that a high-quality commercial syrup is always standard in flavor, never varies in texture or heaviness, is always consistent in quality and seldom costs more per-gallon than fountain-made syrup.

In the case of fresh fruits in season you can capitalize on their merchandising value, if their net-cost per gallon of finished syrup is less than regular concentrates.



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Syrups you buy are guaranteed to give you uniformity in body, flavor, texture and strength.

★

Be Tops in Toppings

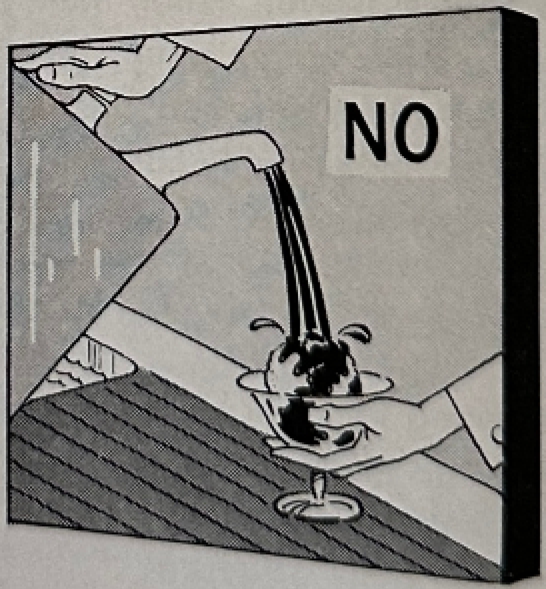
Apart from the various nut and fruit toppings, there are many others that are cheap to use and that have wide consumer appeal. Marshmallow for example was tested in several stores and it was found that by pushing this product sales and profits showed a decided increase.

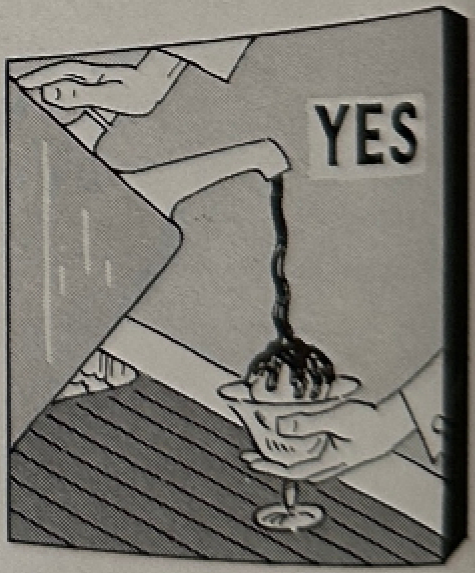
Marshmallow is made with two types of base, gelatine and egg-white. There is very little difference between the quality of either product provided the manufacturer is reputable and well-known. Egg-white marshmallow is slightly tenderer and thus will whip up easier and to a somewhat larger volume. In any case, all marshmallow should be diluted. The best method of doing this is to add 6 ounces of warm water to each quart of marshmallow and beat it vigorously. Marshmallow has a tendency to shrink back again to its original volume about once every 24 hours so it is good economy not to whip more than one day's supply at a time.

How to Handle Fudge

Hot Fudge and Cold Fudge are both prime favorites with fountain patrons. Fudge should be kept in an automatic Fudge-Warmer and should be slightly diluted by adding a small quantity of milk or warm water and beating thoroughly. The warmer should not be left on overnight, and the bowl should be kept clean and free of crust.

A thick butterscotch fudge that can be served hot or cold will prove to have sales-possibilities. In Butterscotch fudge, as in all other fudges, the topping should be warm and should be poured over the ice cream very slowly. This allows it to congeal on the surface and prevents it from all running into the bottom of the sundae dish.





The whole subject of the toppings used in sundaes and other specialties is one that needs a great deal of attention. A recent survey showed that many soda luncheonettes were not using the merchandising and profit possibilities of these various products to their greatest advantage.

Buy the best product you can. Keep it clean, fresh and pure and make sure you give the customer full value for his money. Work closely with your flavor salesman in developing new combinations to sell more ice cream.

There are many other syrups and toppings that should be used on every fountain, the majority of which will all stand dilution with simple syrup that can be made on the fountain.

There are two schools of thought on the making of simple syrup, the hot-water and the cold-water methods of manufacture.

In making simple syrup by the cold-water method the following formula has been proved best:

14 pounds granulated sugar.
1 gallon cold water.

Put sugar into water and stir slowly until dissolved. Bring to quick boil, stirring constantly and then allow to cool slowly.

There is very little difference in the finished simple syrup and you will probably use the method which is most suitable for your fountain. In any case, the finished product will be two gallons of 34° Baumé syrup. Baumé is the sugar-weight of the syrup. The following formulas are given to assist you in making your own syrup accurately, using either method:

The hot-water method is as follows:

14 pounds granulated sugar.
1 gallon boiling water.

Into 1 gallon of furiously boiling water stir 14 pounds of granulated sugar until dissolved. Cool slowly and strain through cheese cloth. Follow these instructions accurately for best results.

Because the majority of fountains do not have an adequate stock of syrups and toppings, the following list is suggested for your use if you wish to have an efficiently operated fountain with a reputation for never being "just out" of popular items.

★ Suggested List of Syrups and Toppings for Fountains ★

Syrups:

- CHOCOLATE, Regular or Bitter-Sweet
- VANILLA
- COFFEE
- ROOT BEER
- COCA COLA
- CHERRY
- WILD CHERRY
- LEMON
- RASPBERRY

★

Toppings:

- CRUSHED PEACHES
- CRUSHED PINEAPPLE
- STRAWBERRIES, Crushed or Whole
- BLACK WALNUT
- MAPLE WALNUT
- HOT FUDGE
- FROZEN FUDGE
- BUTTERSCOTCH
- MARSHMALLOW
- CARAMEL
- MAPLE PECAN
- FRUIT SALAD

Miscellaneous:

- MARASCHINO CHERRIES, Whole and Rings
- CREME DE MENTHE or SPIRITS OF PEPPERMINT
- GRENADINE
- SPRINKLES
- CHOPPED NUTS
- LIME JUICE
- PHOSPHATE
- BLACK RASPBERRIES

★

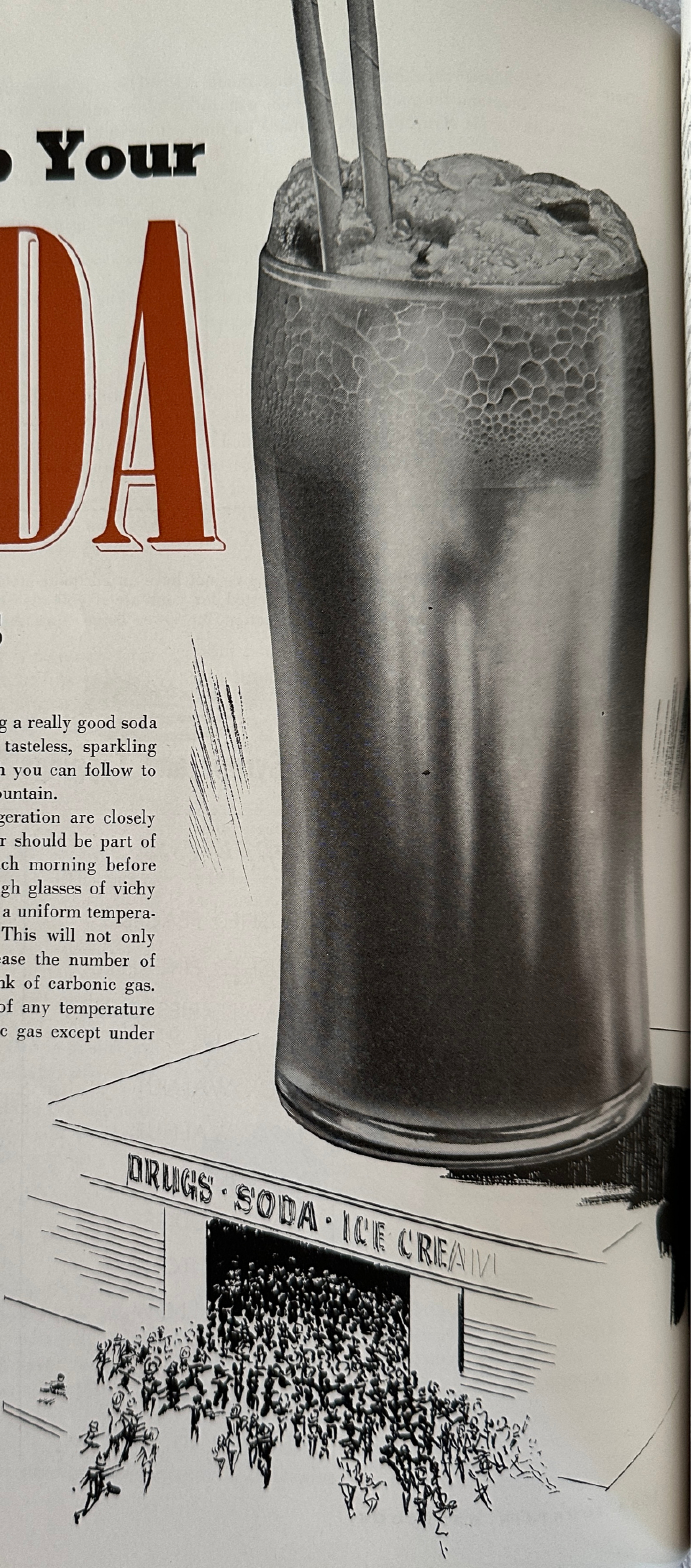
Build Up Your SODA Business

The most important factor in making a really good soda or any specialty drink, is pure, tasteless, sparkling carbonation. There *is* a system which you can follow to assure correct carbonation on your fountain.

First of all, carbonation and refrigeration are closely allied. A small, accurate thermometer should be part of the equipment of your fountain. Each morning before serving the first drink, draw off enough glasses of vichy so that the carbonated water will have a uniform temperature of from 36 to 38 Fahrenheit. This will not only result in better drinks but will increase the number of drinks that may be served from a tank of carbonic gas.

The reason for this is that water of any temperature above 40 to 42 will not hold carbonic gas except under direct pressure. The result is that when the vichy leaves the draft arm much of the imprisoned carbonation escapes into the air and leaves the drink flat and tasteless—consequently many fountains are forced to use the fine stream in finishing off sodas rather than the coarse stream which gives a better "head" and does not dissolve the ice cream by pressure.

Because the carbonator is usually placed in the basement or some other out-of-the-way-place, it is easy to forget that it is a delicate piece of machinery that needs adequate care and attention.

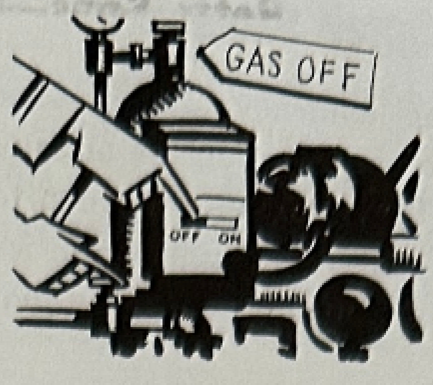


The subject of pressure in carbonators is often misunderstood. Most managers believe, and wrongly, that the higher the pressure, the more carbonic gas used. The fact is, of course, that water can only absorb a certain amount of gas. When this saturation point is reached the water will only take more gas when the vichy is drawn off at the draft arm. For this reason there is no point in maintaining a low pressure of 90 to 100 pounds. The best pressure for greater efficiency is 150 pounds and you should be certain that it never falls much below this point.

In a recent survey we checked on a number of high-class fountains and found that *none* of the managers knew the necessity or the method of cleaning the carbonator. This cleaning is a relatively simple job and should be done every six months. Unless it is done, there is always the possibility of getting an off-taste in carbonated drinks. This will reflect on the reputation of your establishment and will inevitably result in lost customers. Because carbonators vary in some essentials, most companies who supply them will also supply a printed instruction sheet for the guidance of the manager. In the event that this is not readily attainable, the following instructions will prove applicable to most carbonators.

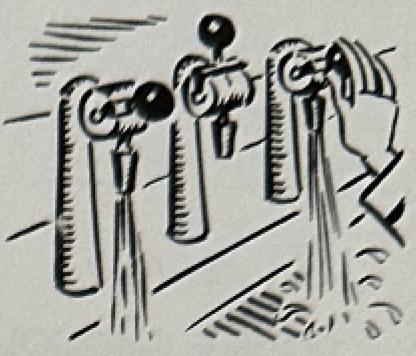
Directions for Cleaning Carbonator

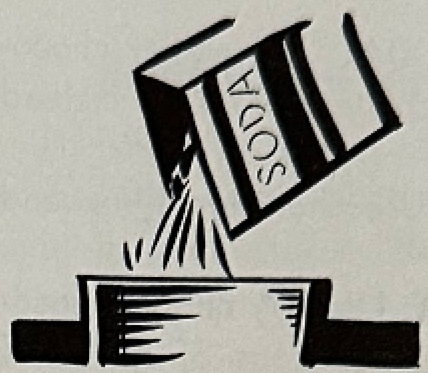
If this operation, which should be done after business hours, is scheduled for every six months the resultant drinks will be fresher and have more sparkle, the carbonator will give better and longer service and repair bills will be at a minimum.



1. Cut off carbonic gas at the valve located on the head of the drum of gas, and cut off the electricity and city water on lines running to the carbonator.

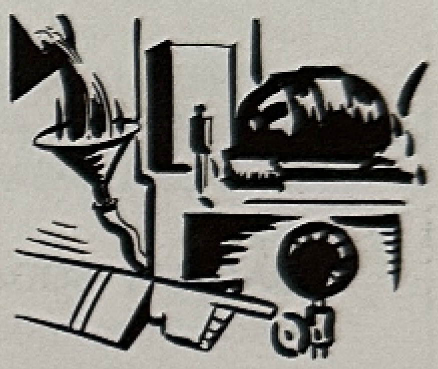
2. Empty the carbonator completely by running off the contents through the draft arms.

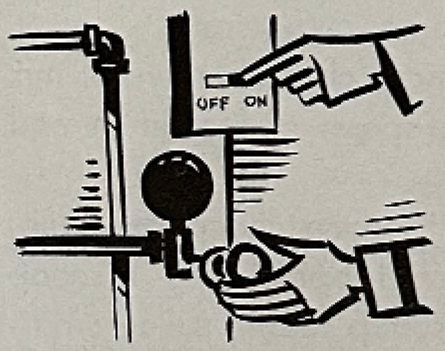




3. Mix a solution of 3 pounds of bicarbonate of soda (baking soda) in five gallons of water. Be sure it is thoroughly dissolved.

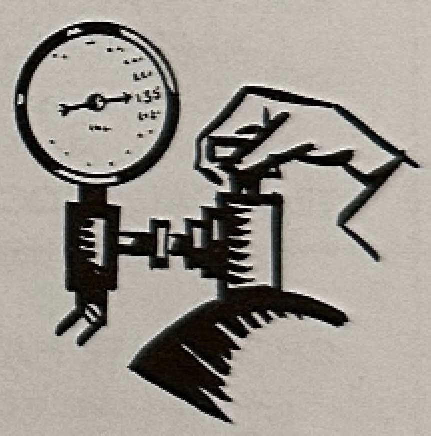
4. Disconnect the connection leading from the carbonator to the fountain, and, with a funnel and a short piece of hose, pour the soda solution into the carbonator, opening air valve in the process.

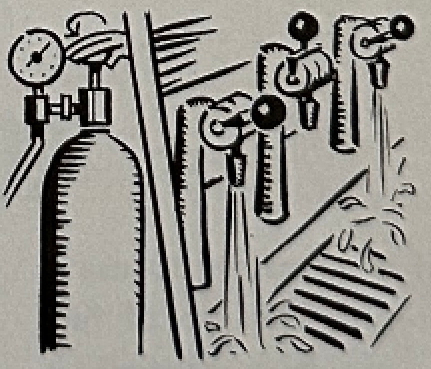




5. Shut the air valve and turn on electricity, allowing the carbonator to run for a few minutes. This flushes out the inside of the carbonator.

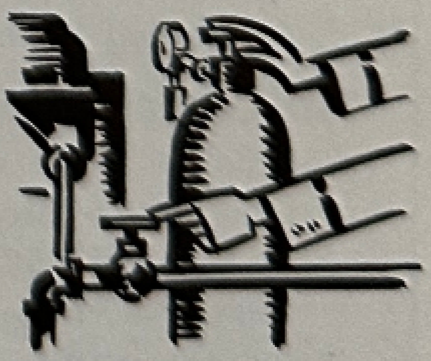
6. Open valve on carbonic gas drum and allow 60 to 70 pounds of gas enter carbonator. Shut off the pressure and then draw the solution through the pipes by opening all draft arms.

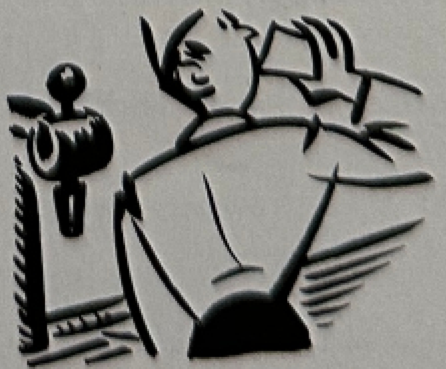




7. Turn on the water at the city-line connection and also turn on the electricity. Allow the carbonator to pump up enough water to fill it about two-thirds full. Open valve at drum and allow about 70 pounds of gas to enter carbonator. This is the rinsing solution and should be drawn off through the draft arms.

8. After all the rinse water is drawn off, turn on city water, electricity and feed in gas slowly until normal operating pressure of 150 pounds registers on the gauge. Let pump operate until it shuts off automatically.





9. When carbonator has been running a few minutes, draw off some vichy and test for any remaining soda taste. If a little is present, draw enough off until it is no longer apparent.

Better Sodas—Bigger Sales

There seems to be a growing tendency among some managers and operators to try to cut down on the amount of ice cream served in sodas. They do this in order to either make a higher profit or to meet supposed price competition. But, it has been proved again and again that customers will pay more for more ice cream in the sodas they buy.

The usual chaotic condition evident in the price of sodas and sundaes, etc., is due mainly to the short-sighted managers who have been lowering the appeal of the soda by constantly putting less and less ice cream into it.

Studying the many cost-charts on ice cream will prove

Soda Formulas

Chocolate:

DOUBLE CHOCOLATE SODA: Use regular chocolate syrup and add chocolate ice cream instead of vanilla ice cream.

BLACK & WHITE SODA: Use chocolate syrup and vanilla ice cream.

CHOCOLATE-MINT SODA: Use 1½ ounces chocolate syrup and either a few drops of spirits of peppermint, or freshly crushed mint leaves. If creme-de-menthe is used the portions should be 1 ounce chocolate syrup, ½ ounce creme-de-menthe.

BROADWAY SODA: 1 ounce chocolate syrup, 1 ounce strong coffee syrup. Use 1 scoop coffee and 1 scoop of chocolate cream in the soda.

MEXICAN SODA: 1½ ounces chocolate syrup, mix thoroughly with ½ soda spoon of cinnamon and use chocolate ice cream.

BLACK WATCH SODA: 1 ounce chocolate syrup, 1 ounce thin butterscotch topping. Use 1 scoop chocolate cream and 1 scoop maple walnut; butter pecan, etc.

TROPICAL CHOCOLATE SODA: 1½ ounces chocolate syrup, dash lime juice. Use pistachio ice cream.

CHOCOLATE FUDGE SODA: Use thin fudge topping and chocolate ice cream. This must be stirred vigorously while dispensing.

★

Fruit Sodas:

In making all fruit sodas it is necessary to use a good quality, fruit-filled syrup. The use of thin synthetic syrups without any fruit content is committing business suicide.

STRAWBERRY SODA: Use 1½ ounces (about 1 ladle) of good strawberry fruit syrup, add two scoops strawberry ice cream.

RED & WHITE SODA: Use strawberry syrup and vanilla ice cream.

RUSSIAN SODA: Use strawberry syrup and two scoops coffee ice cream.

STRAWBERRY NUT SODA: Use strawberry syrup and two scoops of any nut ice cream.

PINEAPPLE SODA: Use 1 ladle pineapple fruit syrup and vanilla ice cream.

SPRING FEVER SODA: ½ ladle pineapple and ½ ladle sweet rhubarb syrup. Use pineapple sherbet and vanilla ice cream.

Among the many other fruit sodas that can be developed are the following: Black Cherry, Red Raspberry, Huckleberry, Fresh Cherry, Apple Cider, Peach, Blueberry, Fresh Plum, Fruit Salad, Nectarine.

★

Miscellaneous Sodas:

ROOT BEER SODA: Use 1½ ounces good-quality root beer with either vanilla, chocolate or nut ice creams.

MARASCHINO SODA: Use sliced maraschinos in simple syrup and add two scoops vanilla or strawberry ice cream.

GRAPEJUICE SODA: Use good-quality commercial grapejuice and add vanilla ice cream.

WILD CHERRY SODA: Use 1½ ounces Wild Cherry syrup and two scoops strawberry ice cream.

CHERRY SODA: Use 1½ ounces cherry syrup and vanilla ice cream.

HARLEM SODA: ¾ ounce cherry syrup, ¾ ounce chocolate syrup; 1 scoop chocolate cream and 1 scoop vanilla ice cream.

CHOCOLATE FLIP SODA: Use 1½ ounces chocolate syrup, 2 scoops chocolate ice cream and top with spoon of marshmallow topping.

SOUTH AMERICAN SODA: 1 ounce simple syrup, ½ ladle mashed bananas. Use two scoops banana ice cream.

★

Other Carbonated Drinks:

PLAIN SODAS: Use 1 ounce any flavor, add finely crushed ice and fill with course stream, stirring constantly with soda spoon. Serve in 8 ounce glass for 5 cents.

PHOSPHATES: Same as above using dash of Acid Phosphate. Fruit flavors make best phosphate drinks.

ROOT BEER: This is a profitable item and should be made either according to manufacturer's direction or the same as a plain soda.

that the number of scoops of ice cream per soda or sundae can be increased without increasing the cost of the soda. The soda fountain manager should consider it an important part of his job to devise all formulas with a view to including the greatest amount of ice cream possible.

And, too, the manager should be able to originate many unique specials that will add to the reputation of his fountain. The foregoing list of various formulas is only a small part of the number that is possible to any manager who will take the time to study his customers' tastes and use that knowledge to develop the kind of soda they will like and come back for over and over again.

There's a System

Many soda fountain managers seem to regard the making of a soda as the most easily prepared drink on the fountain. The result has been a haphazard, "slap-together" system of soda making which has resulted in less and less demand for sodas.

There should be a definite system for making ice cream sodas. This does not mean that the preparation should take twice as long as normally. The fact is that with a tested formula, a routine can be followed that will reduce the motions of making sodas to the very minimum.

Below are the six steps for good soda making. With a little practice, any clerk can develop a skill which will allow him to perform each of these six steps with a minimum of effort and with perfect accuracy. It will become a matter of habit to use just the right amount of flavoring, ice cream, carbonated water and cream.

Things to Remember in Soda Making

It must be emphasized again that there is a wrong and a right way to make a soda. One of the most important things to remember is never use the fine stream after you have put your ice cream in the glass. The pressure exerted by this fine stream dissolves the ice cream and is the reason for customers saying that you do not give enough ice cream in your sodas. It is better to charge a good price and sell a *good* soda than to try and compete with 10-cent competition.

Remember—Yours is a Soda Fountain

The soda has a high potential for volume and increased profits. Remember that there are always lots of people right in your own neighborhood who will gladly pay a nickel or a dime extra to get a soda that is worth that extra cost.

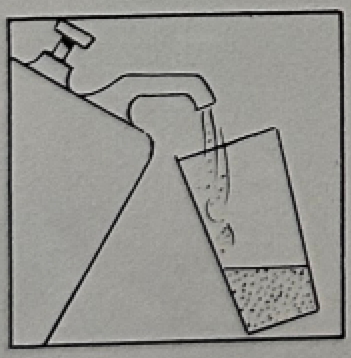
In making sodas there is a right and a wrong method. This chart is the result of experiments over a number of years, and has been tested in actual practice with uniformly good results.

The point is:

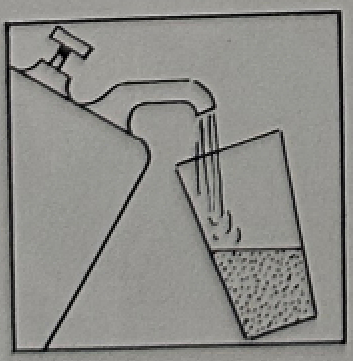
1—Make your sodas GOOD
2—Make your sodas RIGHT
3—Put in plenty of ice cream
4—Charge a fair price that will allow you a reasonable profit.

And make your sodas fast and serve them fast, so that they come to your customers heady, flavorful, sparkling and delightfully cold.

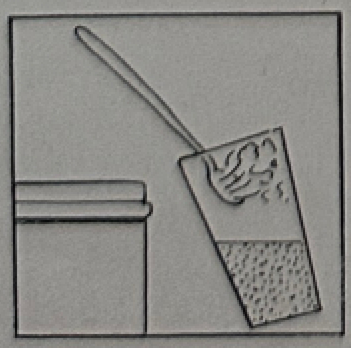
Six Steps in SODA Making



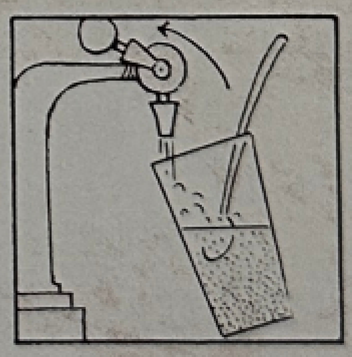
1. Take a clean glass or paper cup and into it put 1 ounce of the highest quality syrup.



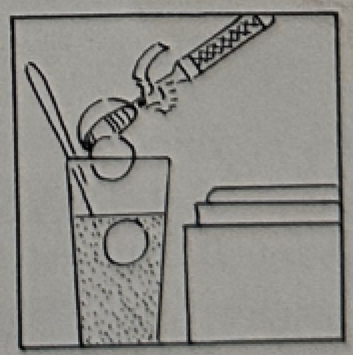
2. Then, add ¾ ounce fresh 20% cream, do not use milk!



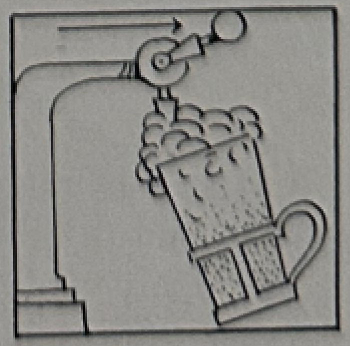
3. Now, take your soda spoon and dress your glass with tasty whipped cream, be sure not to smear the cream too low in the glass.



4. Shove draft-arm handle BACK and fill glass or paper cup about one-half full of cold, sparkling vichy, be sure the temperature is no more than 38°. Stir well with the soda spoon.



5. Now put in TWO scoops of good quality ice cream. Be sure your scoop is clean and dry, so that no ice chips will form to spoil customer's enjoyment.



6. Pull draft-arm handle FORWARD and gently fill glass to overflowing with coarse stream. This will make a "head" on the soda. Put in soda holder and serve, preferably on a clean white doily.

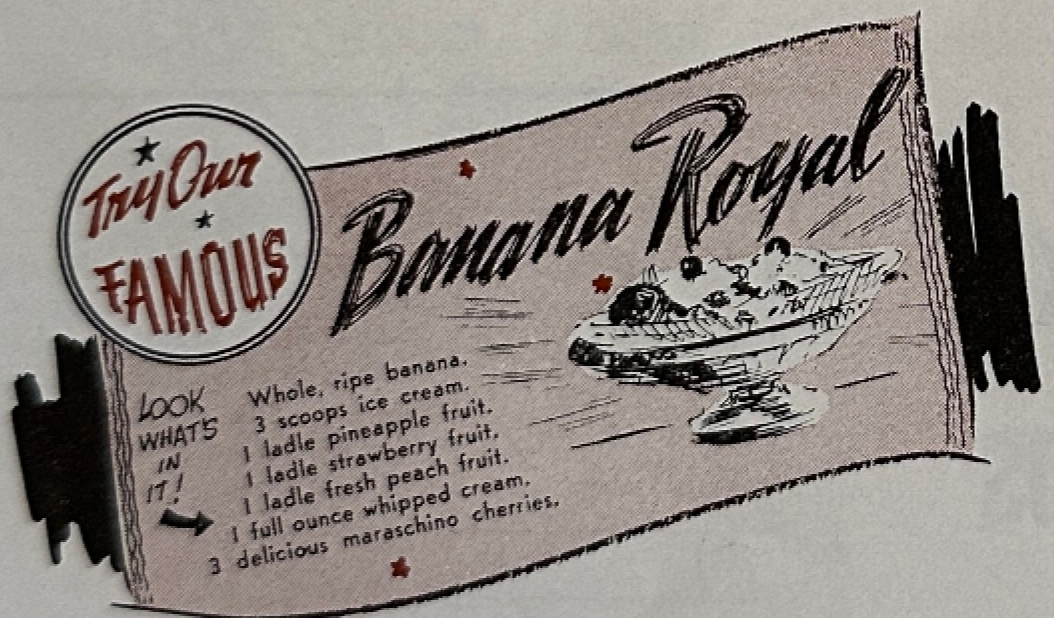
ICE CREAM IS CHEAP — USE PLENTY OF IT

IF you have an inherent talent for improvisation, your greatest outlet is in the field dealing with sundaes. With just a few simple syrups and the variety of toppings you have on your soda fountain, you can turn out an exhaustive array of possible combinations. Use that ingenuity of yours and you'll have some very potent factors for merchandising your fountain. You'll be known all over the neighborhood as "the place where you can get all kinds of *different* and tempting sundaes."

But, though you may make those different dishes, hold on to the reins when it comes to naming them. The modern trend is—"give us the facts, tell us what it's made of—we don't like guessing games." To be modern, be scientific in the naming of any commercial product. Don't use confusing, non-revealing labels. Old-fashioned names such as "Ginger Yip," "Pride of Pekin Sundae" and the terrible "Nigger-angel" found in one book of formulas vividly illustrate one reason why the public has tired of the one fountain item which has a really high profit-ratio.

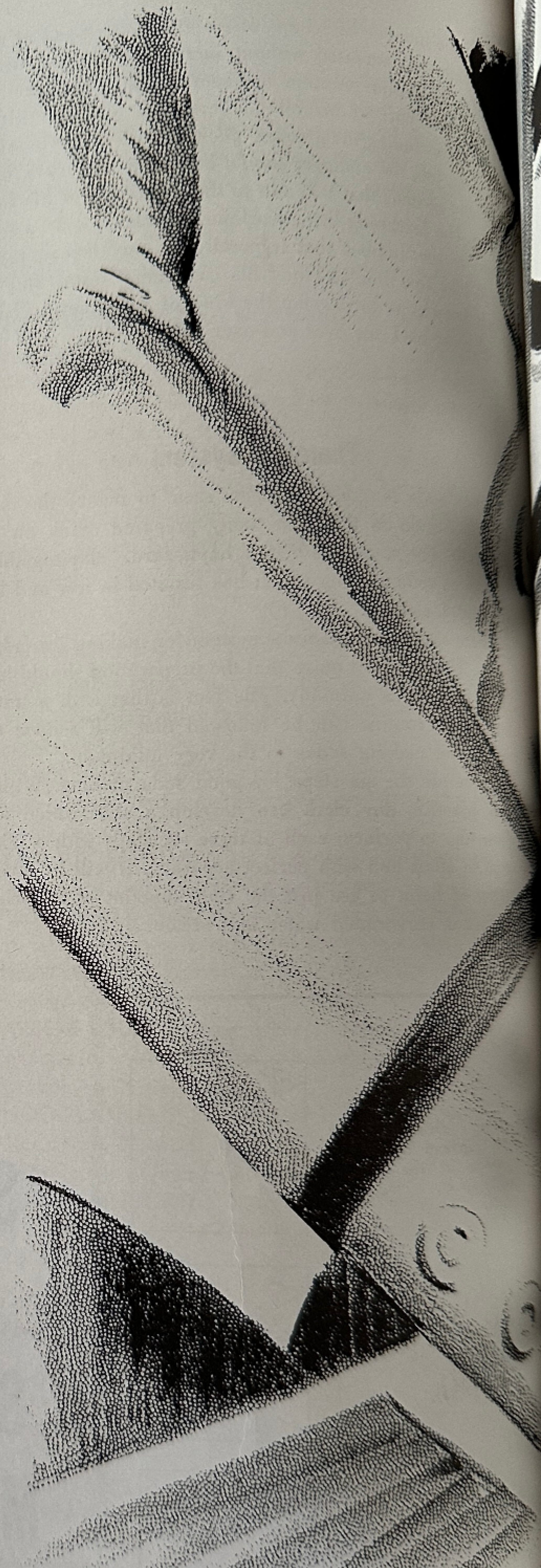
The modern sundae should be, to use a much overworked word, "streamlined." Its name should be descriptive and the combinations used should govern the selection of the name unless it is named for merchandising purposes, such as a local hero, a favorite movie star, a high school fraternity, or sorority, or a college society.

Signs and menu inserts should describe every ingredient and should stress the amount of ice cream used in the dish. The following sketch is just one example of how your back-bar can help sell your sundaes:


Try Our
FAMOUS
Banana Royal
LOOK WHAT'S IN IT!
Whole, ripe banana.
3 scoops ice cream.
1 ladle pineapple fruit.
1 ladle strawberry fruit.
1 ladle fresh peach fruit.
1 full ounce whipped cream.
3 delicious maraschino cherries.

Rigid tests of the results accruing from the use of these descriptive signs have shown that sales increased and a higher price could be charged. The banana royal noted above was tested in a neighborhood where chain stores were selling banana splits for 10c. Shopping-tests showed that more Banana Royals at 25c were sold than the chain store special at 10c.

When pricing sundaes it is well to remember that they are more or less a luxury dish and that higher prices can be charged for them than for many other fountain items. It is a mistake to let competition influence the price charged for sundaes.



Sundaes

Stimulate Sales with Sundaes...

Don't analyze your market on the basis of price. There is a tremendous market for sundaes among people who are willing to pay more for the best. The growing tendency among soda luncheonette managers to cater solely to low-price customers is lowering their total volume and is driving away the better class customer. Study your market carefully. Analyze it, yes, but don't make the mistake of betting on price. Where circumstances warrant it, gradually raise your prices. You'll cater to a better type customer and raise your total volume.

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"Good Old Days" Ideas

In trying to better the service and appeal of your fountain, it is sometimes a good idea to go back to early days to get ideas. About 20 years ago the largest selling specialty item was not the sundae, but the parfait. Today, however, very few dispensers can make a parfait. The parfait had wide consumer appeal and could always be retailed in a higher price class. It still has its own special appeal and is a good high-profit feature. To make a good parfait:

Basic Parfait Formula

Put two No. 16 scoops of ice cream into a malt shaker and add two spoons whipped cream and 1½ ounces of flavor. Whip this up thoroughly on the mixer and then transfer to a parfait glass. The resulting mixture should be smooth and creamy. Top with fruit flavor, whipped cream and a cherry.

A good parfait should not be sold for less than 20c. 25c is reasonable because it's a specialty item well worth its price.

★

Frappe Facts

The Frappe is not, as many modern dispensers think, just another name for a Sundae. It is a specialty item similar to the Parfait except that the creaming is done by hand, and usually one scoop of sherbet is substituted for one scoop of ice cream. For example, a most popular leader is:

ORANGE ARISTOCRAT FRAPPE

1 No. 16 scoop vanilla cream
1 No. 16 scoop orange sherbet

Mix these thoroughly by hand and place in a parfait glass. Top with whipped cream, slice of orange and a maraschino cherry. Price, 25c.

★

There is no sales resistance at this price. Recently this frappe was tested out in a New York drug store in a "cut-throat," price-cutting neighborhood, and a tremendous number were sold at 25c. But, and this is very important since it bears on the question of price, reducing the selling price to 15c saw a decided slump in sales. When pricing a sundae, frappe or parfait, there is the danger of making it too cheap, with a resultant distrust of quality on the part of the customer.

Customers have voiced the same complaint about sundaes that has been found true about present-day sodas, namely, **not enough ice cream.** It is a fact that most managers hold down their ice cream portions too much. While syrups, toppings, whipped cream, etc., are important, the customer buys a sundae mainly because of the ice cream.

How to Make a Sundae

Wrong Way

1 No. 16 scoop ice cream
1 ladle topping
1 spoon whipped cream
1 maraschino cherry

Right Way

1 No. 16 scoop ice cream
1 No. 24 scoop ice cream
1 ladle topping
1 spoon whipped cream
1 maraschino cherry

With sundaes selling at 15c, the usual method of using just a No. 16 scoop does not give the customer value for his money; the net cost to the fountain is, roughly, as follows:

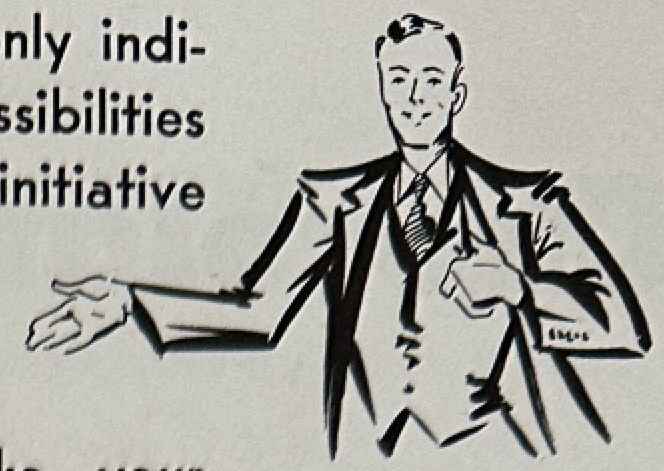
1 No. 16 scoop ice cream	3½c
1 ladle topping	1¼c
Whipped cream and cherry	¾c
Total	5½c

But, the *addition of one more No. 24 scoop* of cream, costing in the neighborhood of 2c, proves the one thing needed to build the sale of sundaes retailing at 15c. The extra 2c cost still leaves you a food cost of 50% and the added volume always means extra profit. One good rule to remember when devising sundae formulas is:

PUT IN PLENTY OF ICE CREAM.

TALK OF THE TOWN

The list of formulas that follows only indicates, in a very small way, the possibilities confronting the manager who has the initiative and the intelligence to make his fountain noted for sundaes, frappes and parfaits. Your own ideas coupled with imagination can make your fountain the "talk of the town."



Parfaits

Use the basic parfait formula and combine with various flavored ice cream and fruit toppings. Be sure that the glass is thoroughly chilled. Serve on a clean doily.

Frappes

Use the frappe formula and devise new combinations, using various fruit sherbets, such as lime, raspberry, pineapple, cherry, etc. These, in combination with contrasting-flavored ice cream, provide a new taste-experience for most customers.

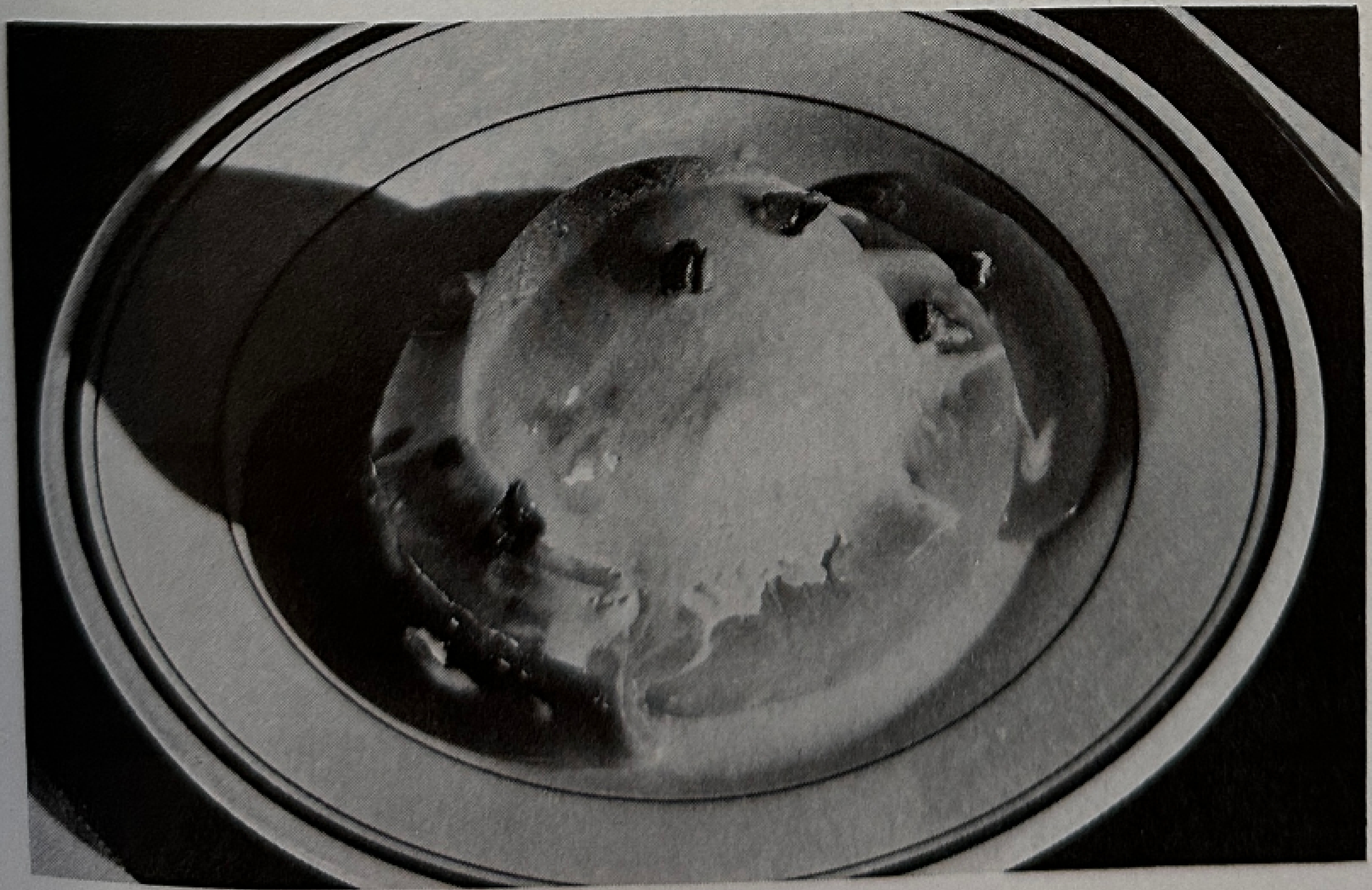
Merchandise These for Greater Check Average

Royal Sundaes

There are almost as many methods of making "Royals" as there are fountains. Their main value is the merchandising-value of the name. Obviously, "Fresh Peach Royal" sounds better than Peach Sundae. In making Royals, use three scoops of ice cream, plenty of topping and always serve in a banana split dish on a doily.

Imperial Sundaes

Imperials are similar to Royals in that they have merchandising value. Imperials are usually served in a "Tulip" dish and the portions of ice cream and toppings are larger because the re-sale price is usually higher than that of an ordinary sundae. Both these specials can be featured on your back-bar strips in a colorful manner for customer appeal.



Home Style Sundae

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On a ring of sliced pineapple put one good sized scoop of vanilla ice cream. Cover with butterscotch sauce and top with big pieces of brazil nuts or pecans. Serve in china saucer.

Chocolate Sundaes

Plain Sundae

Any flavor ice cream topped with chocolate syrup.

Chocolate Nut

Ice cream topped with chocolate syrup, nuts and whipped cream or marshmallow.

Chocolate Marshmallow

Ice cream, chocolate syrup topped with marshmallow and maraschino cherry.

Chocolate Caramel

Ice cream topped with chocolate and thin caramel syrup, whipped cream and almonds.

Peanut Surprise

Use a nut ice cream and top with 1½ ounces chocolate syrup. Have a small amount of fluffy marshmallow mixed with thin peanut butter. Top the sundae with this and some finely chopped peanuts.

Broadway

One scoop each of chocolate and coffee cream, topped with ¾ ounce each of coffee and chocolate syrups. Top with whipped cream.

Southern Julep

One scoop chocolate cream, 1 scoop lime sherbet. Top with chocolate syrup and finely chopped fresh mint. Finish off with whipped cream.

Chocolate Mint

Use chocolate ice cream and top with chocolate syrup mixed with creme-de-menthe or spirits of peppermint. Top with whipped cream and fresh mint sprigs.

Dusty Sundae

Use chocolate cream, chocolate syrup and dust lightly with malted milk powder. This is a popular favorite with children.

Chocolate Snowflake

Use vanilla cream and top with chocolate syrup. Add plenty of marshmallow and finish off with toasted cocoanut.

Black and White

Vanilla cream topped with chocolate syrup and whipped cream or marshmallow.

Hot Fudge Pecan

Use vanilla cream and slowly pour on warm fudge sauce. Top with plenty of whole pecans and whipped cream.

Chocolate Oriental

Use burnt almond ice cream and cover with chocolate syrup. Over this put plenty of half salted walnuts and top with marshmallow flavored with walnut extract.

Chocolate Creole

Use any flavor ice cream, top with chocolate syrup and top with marshmallow flavored with chopped stick cinnamon.

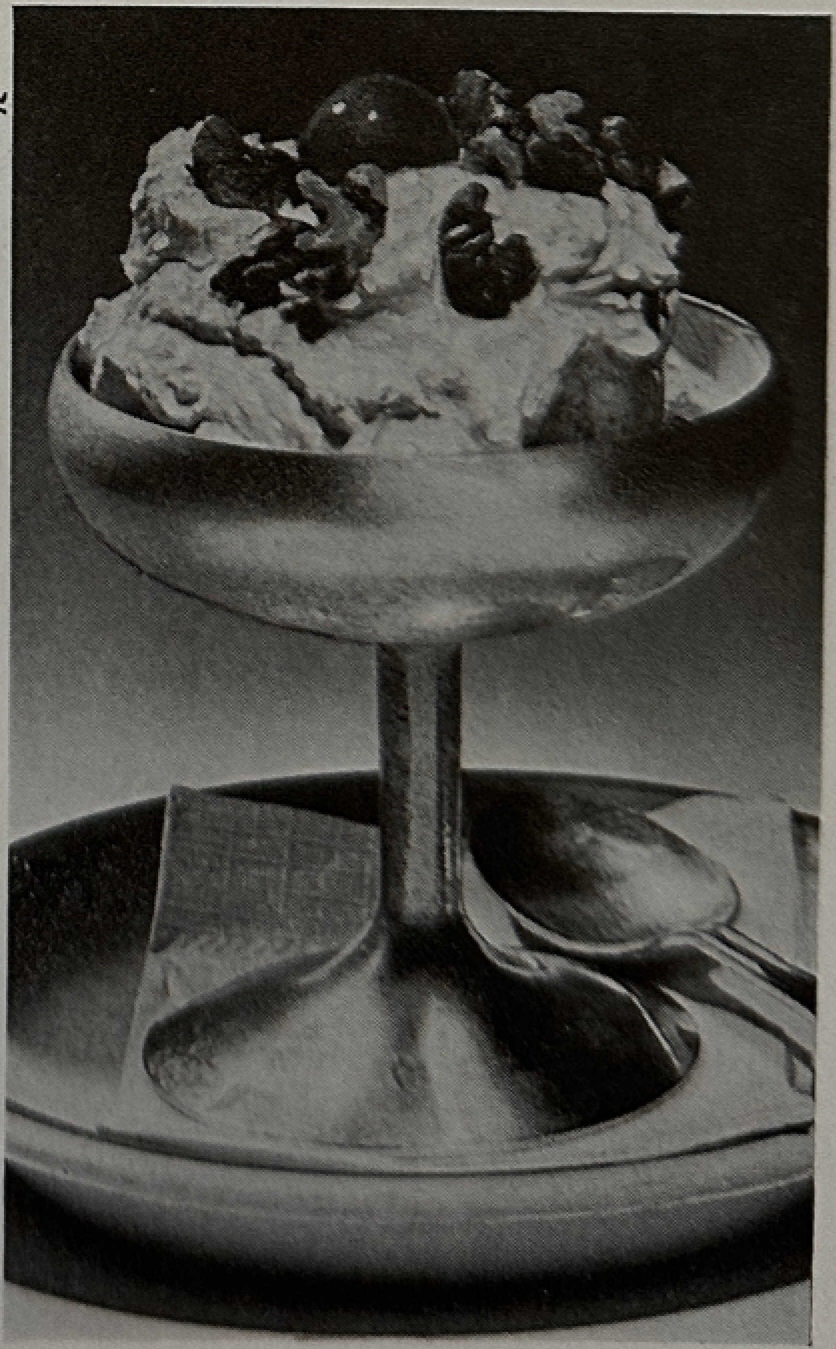
Chocolate Rajah

Use pistachio ice cream and cover with chocolate syrup. Top with marshmallow mixed with finely chopped candied ginger.

Sunkist Special

Use vanilla ice cream and top with chocolate syrup. Over this put I spoon whipped cream and top with grated or chopped candied orange peel.

There are several thousand possible variations using chocolate syrup and chocolate ice cream. Constant study plus imagination will allow any manager to devise appealing formulas that will build sales and profits. The amount of ice cream used in any sundae depends on its retail selling price and other factors. A safe rule for any manager is to use as much as possible, and bear constantly in mind that the net food-cost of any sundae, etc., can be as much as 55% and still show a net profit on operations. The secret is increased volume!



Chocolate Oriental Sundae ➡

Fruit Sundaes

Strawberry Sundae

Use strawberry ice cream, strawberry fruited syrup and whipped cream.

Pineapple Sundae

Use vanilla ice cream and pineapple fruit syrup, top with whipped cream.

Missouri Sundae

Use chocolate ice cream and strawberry fruit syrup, top with whipped cream.

Chocolate Fruit Special

Use chocolate ice cream and pineapple fruit syrup, top with whipped cream.

Pineapple Nut Sundae

Use vanilla ice cream, top with pineapple topping, finely chopped nuts, and top with whipped cream and a whole pecan.

Pineapple Temptation

Use butter pecan ice cream, 1 ladle of pineapple topping, top with whipped cream and maple pecan sauce.

Almond Fruit Special

Use burnt almond ice cream and pour over it 1 ladle of pineapple topping. Over this spread whole salted almonds and top with marshmallow.

Fresh Fruit Delight

Use any ice cream and cover with 1 ladle fresh fruit topping. Finish off with marshmallow and maraschino cherry.

Sun-Ban Special

Use banana ice cream and top with a mixture combining mashed banana and fresh fruit. Top with whipped cream and cherry, plus banana slices.

Hawaiian Special

Over a No. 12 disher of vanilla ice cream pour a ladle of crushed orange-pineapple. Top with a spoonful of marshmallow. Decorate with pineapple cubes.

Raspberry Delight

Over a No. 12 disher of strawberry ice cream pour a ladle of crushed raspberries. Top with a spoonful of marshmallow. Decorate with a whole maraschino cherry.

Georgia Peach Special

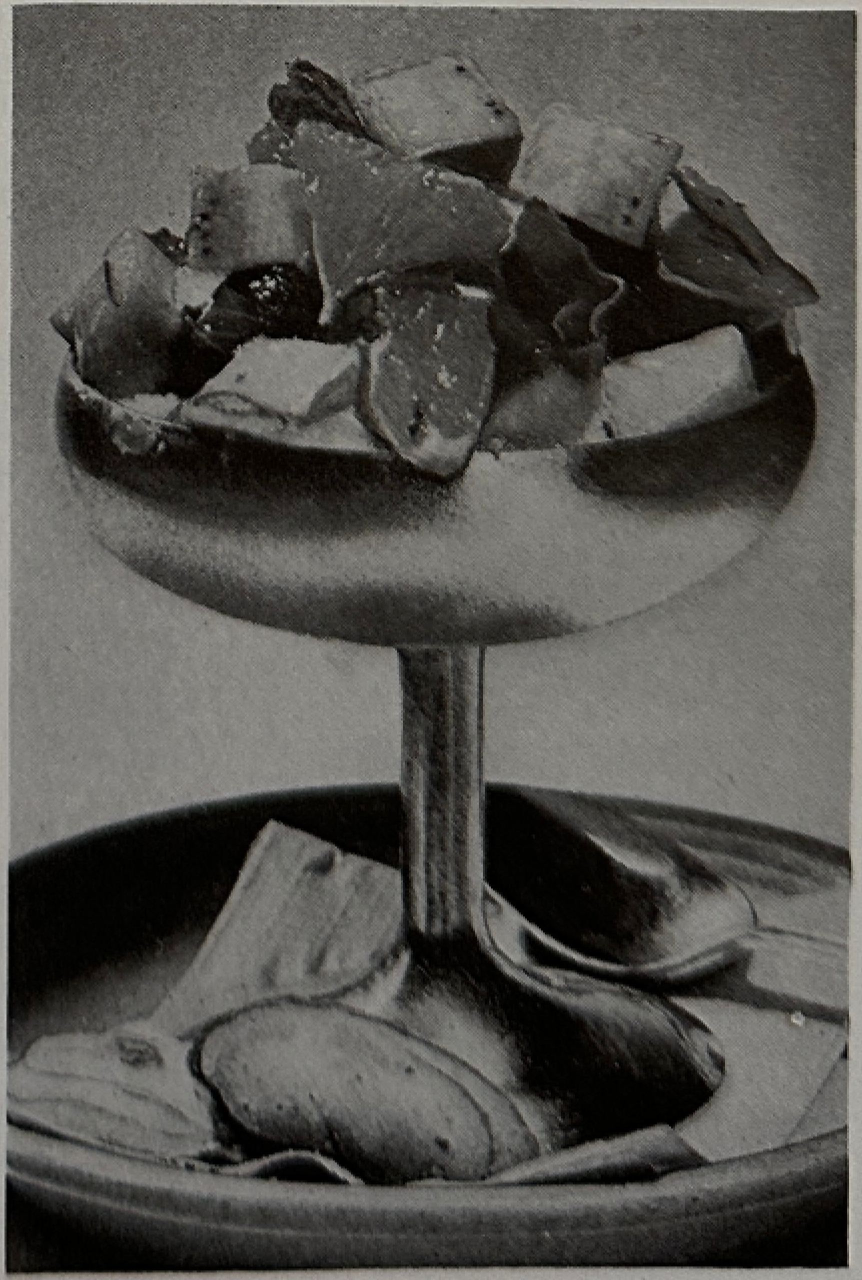
Over a No. 12 disher of vanilla ice cream pour a ladle of crushed peach. Top with a spoonful of whipped cream. Garnish with sliced peaches.

Regal Cherry Sundae

Put a ladle of cream in stem glass and add a No. 16 disher of vanilla ice cream; next a ladle of crushed cherries. Top with a spoonful of marshmallow. Decorate with a whole maraschino cherry.

Fruit Salad Sundae

Prepare fruit salad by slicing 2 bananas in a glass bowl. Peel an orange and dice it over the bananas. Add 2 ladles of whole and broken maraschino cherries. Add 3 oz. each of strawberry and pineapple syrup and serve over ice cream.



As with other combinations, it would be impossible to list all that are possible in using various fruits and ice cream in devising new and surprising sundaes. Some of the fresh fruits that should be used in season are: Peach, Raspberry, Nectarine, Plum, Blueberry, Huckleberry, Black Cherry, Apricots, Pears, Fresh Cherries, etc.

In making fresh fruit syrups the fruit should be of good quality and should be carefully washed and peeled. Cut or cubed it should be allowed to stand overnight in a cool place covered with sugar. This acts to draw out the fruit-sugars. Use simple syrup slightly flavored with maple.

The amount of ice cream used will be governed by circumstances inherent in each establishment or type of operation.

How to Make Fruit Sundaes

Use either a glass, metal or paper sundae dish. Into it put 1 No. 16 scoop of ice cream. Over this put ½ ladle of syrup. Add a No. 24 scoop of ice cream and put the rest of the syrup over this. Topping is whipped cream or marshmallow, finish off with cherry, nuts, etc. Price at 15c.

Various Sundaes

Splits

Many dispensers are surprised at the number of uses to which banana split dishes can be put. Some suggested uses follow, but this list is by no means complete. Use your own ideas in creating new specials.

Banana Split

Use either half or whole of fresh banana. Place three scoops of contrasting ice cream on this and use ½ ladle each of pineapple, strawberry and chocolate syrups for topping. Use whipped cream for the middle scoop of cream and marshmallow on the two end scoops. Place cherry ring on each scoop and serve.

Fruit Melba Sundae

Make as directed for banana split, but use peach halves, sliced pears, canteloupe balls or other ingredient. Top with fruit syrups and finish off with whipped cream and some fresh mint sprigs. Serve on a clean doily.

Flip Sundaes

Use split dish and put in 1 ladle marshmallow topping. On this place three scoops contrasting ice creams. Top with three different syrups and finish off with whipped cream and chopped nuts. Serve on a clean doily.

Sherbet Surprise

Place thin slices of orange in bottom of banana split dish. Use 1 scoop of vanilla cream in the center and flank with two scoops of orange sherbet. Top with concentrated lemon and orange syrups and finish off with grated candied orange peel.

Old-fashioned Sundae

In a banana split dish place four cookies, wafers or Nabiscos. Over this place three scoops of ice cream and top with varied syrups. Finish off with whipped cream and a small amount of malt powder.

Southern Sundae

Place thin strips fresh watermelon in the bottom of a banana split dish. Top with three scoops fruit sherbet. Finish off with fruited syrup and whipped cream.

Fudge Sundaes

Hot Fudge Nut Sundae

Use Chocolate ice cream and pour I ladle fudge topping SLOWLY over the cream. Top with whipped cream and chopped nuts.

Hot Fudge Bisque Sundae

Into a sundae dish place I macaroon. Over this place a nut ice cream and top with hot fudge sauce. Finish off with whipped cream and shredded cocoanut.

Butterscotch Fudge

Use vanilla ice cream and top with hot butterscotch fudge. Finish off with marshmallow, chopped nuts, and a whole cherry. This can be made especially attractive by serving in a banana split dish.

Toasted Cocoanut Fudge

Use a nut cream and top with hot fudge sauce. Finish off with toasted cocoanut shreds and a whole cherry.

★

Many other intriguing combinations can be developed by using various flavors of ice cream, and also by combining Hot Fudge sauce with caramel, butterscotch and other flavors. Hot fudge is an important winter item, served cold; diluted with equal parts of simple syrup, it is also an excellent summer item.

The many other specialized uses to which ice cream can be put in merchandising the fountain, increasing sales and profits, will be found in the following chapter.

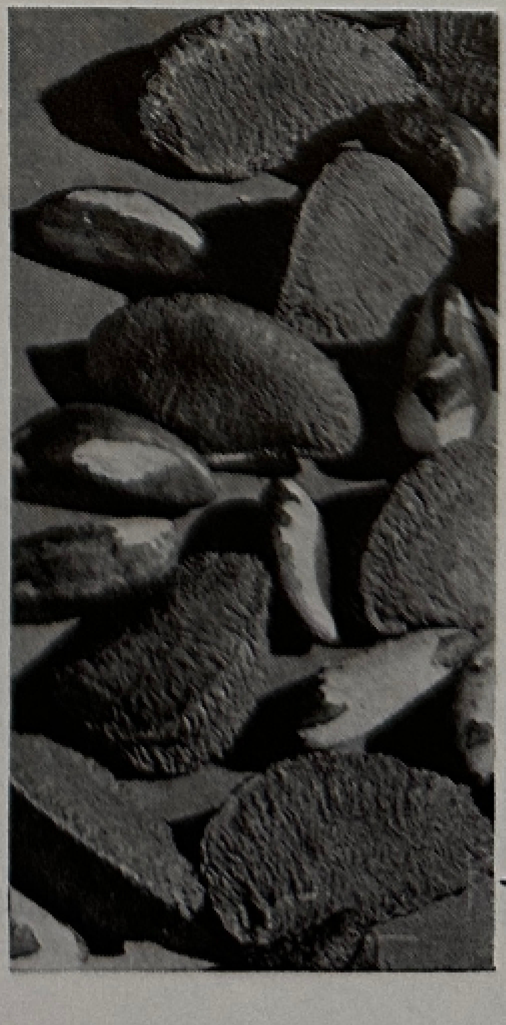
Brazil Nut Sundaes

ARE "TOPS" ALL WEEK

Brazil Nut Marshmallow Cream

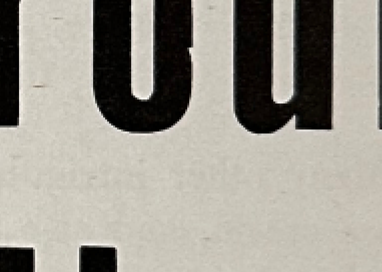
½ pound marshmallows
½ cup diced canned pineapple
12 candied cherries
¾ cup sliced Brazil nuts
Salt
1 cup cream
6 candied cherries
6 whole Brazil nuts

Cut marshmallows into eighths with a wet knife. Combine with pineapple, cherries and nuts. Add salt to cream and whip until thick. Fold in marshmallow mixture. Pile in sherbet glasses and chill several hours. Garnish with cherries and whole nuts. Serve with ice cream.



NUMBER THIRTY HAMILTON
HAMILTON
HAMILTON
HAMILTON

DRAMATISE Your Mixed Drinks!



It is within the broad range of merchandising possibilities of specialties that the manager or operator of the average soda luncheonette will find his most valuable opportunities. Briefly put, these specialties are the various items that can be devised by using old, time-tested formulas and giving them a new application. In addition, a thorough understanding of how to make the most popular items in the best way is invaluable. A point instanced is the fall in sales of the malted milk.

The chocolate malted milk was at one time among the leaders in soda luncheonette sales. Continued carelessness in its making and the false economy with regard to the quantity of the ingredients has made the malted milk a price-cutting football.

There are certain elementals that must be regarded in the making of any malted milk, float or frosted. The first is that all ingredients must be fresh and pure. The second is to use enough of each ingredient. The third is to have the milk very cold, and fourth and finally, the drink must be allowed to mix for a suitable length of time.

We have found dispensers violating all of these rules in all types of operation. In order that there may be no excuse for this carelessness, the recognized formula for malted milk is herewith suggested. This is offered as a formula which has been thoroughly tested as to practicability and has been found by experience to be the one that gives the most thoroughly appetizing malted milk drink.

At $1.10 per gallon for ice cream, your cost should be:

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1½ ounces syrup.
2 No. 20 scoops ice cream.
6 ounces cold milk.
1 measure malted milk power.

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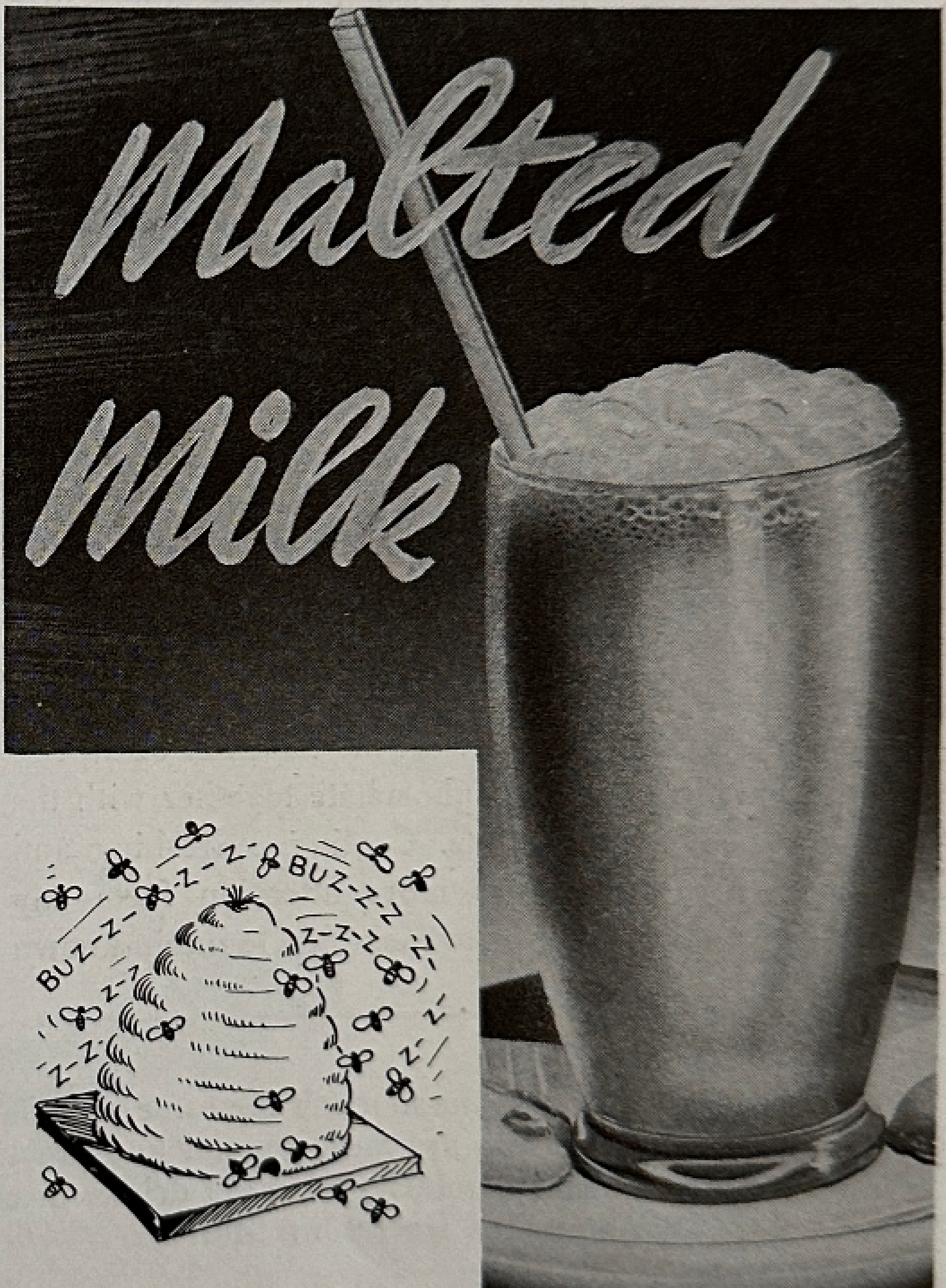
Directions: Put the syrup, ice cream and milk into a mixer and add malted milk powder. Put on machine and let it mix for at least a minute. This whips up the drink and thoroughly dissolves the ice cream. Pour into a 12-ounce soda glass that has been dressed with 1 soda spoon of whipped cream. Top with nutmeg or serve plain. Always serve malted milk cookies, saltines, etc.

1½ ounces syrup	1.25¢
2 No. 20 scoops cream	5 ¢
6 ounces milk, @ 12¢ qt.	2.8 ¢
1 measure malt powder	.5 ¢ (app.)
1 spoon whipped cream	.5 ¢ (app.)
Total	10.05¢

Thus with a correct method of preparation, you can control your costs and can afford to serve a truly *good* malted milk on your fountain. It's this absolute knowledge of costs that makes the difference between losing money and making a profit.



A dash of honey in a chocolate malted milk will give added flavor and customer appeal.

Because the malted milk has tremendous potential possibilities, it will pay you to study the various merchandising methods whereby the price standard of this important drink can be maintained. And, for those who think that the public can be fooled by giving less for less, we must cite the fact that outlets selling malted milks for 20c are increasing their malted milk sales every year, and that those managers who try to sell an inferior product are vaguely wondering why their malted milk sales have fallen off.

Floats and Frosteds Never Fail

Floats and frosteds are another class of drinks that have health-appeal and that should be more widely sold in soda luncheonettes. The frosted is just a malted milk without the addition of malted powder. For those who do not like the flavor of malted milk, although there are not many, the frosted is the natural substitute.

Floats are another milk drink that, with the use of a little imagination, can be profit makers. The float is merely a frosted, made in exactly the same way, except that only 1 scoop of cream is put in the shaker. The remaining No. 20 scoop is added to the drink after it is placed in the glass prior to serving.

Floats and frosted can become large selling items under a 15c retail price, but if this is done the manager must constantly supervise to see that there is no over-portioning of any ingredient.

A milk shake is made with syrup, milk and whipped cream. Put 1½ ounces any flavored syrup in a shaker and add 6 ounces very cold milk. Then put in 1 soda spoon of whipped cream. Mix thoroughly on the shaker and serve in a 12-ounce glass dressed with whipped cream. The milk shake is not very popular because people have come to demand the rich, heavy creaminess found in milk drinks that contain ice cream.

Many variations are possible in making malted milks. The egg-malted milk is constantly gaining in favor and is widely advertised as a meal in itself. While the chocolate malted milk is the most popular of milk drinks, other tempting combinations can be tried. A few of those that have proved popular follow:

Mocha Malted: Make as directed for chocolate malted but use coffee syrup and chocolate ice cream.

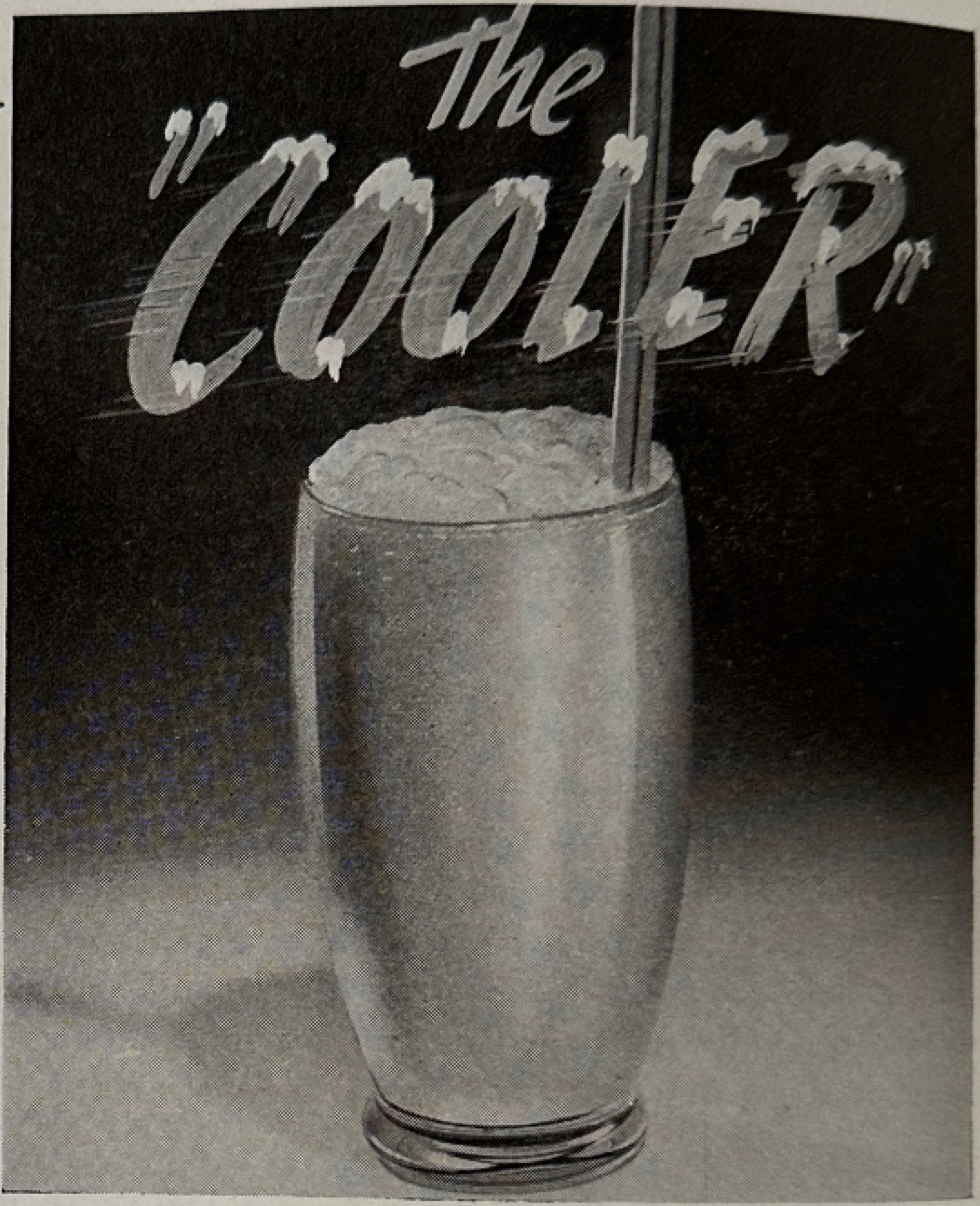
Coffee Malted: Use coffee syrup and coffee ice cream.

Planter's Special: Use 1½ ounces chocolate syrup, 1 ounce best Peanut Butter and mix thoroughly with a nut ice cream.

Banana Malted: This is rapidly gaining in public favor. Prepare the syrup by mixing finely chopped or mashed bananas with simple syrup. Use 1 ladle of this and add 2 No. 20 scoops of banana ice cream.

Chocolate Mint Malted: Make as directed for chocolate malted but top with chopped mint leaves.

The variations listed under soda formulas will be found applicable to milk drinks. Constant study and experimentation will allow each individual manager to develop special malteds, frosted and floats that will add to the prestige and reputation of his store. Many people go to one store I know because it is the only place in that town where they can get a Root Beer Malted made with chocolate ice cream. Merchandised under the name "Creole Malted", it is responsible for at least 34% of this store's repeat business.



Another class of drinks that are generally neglected by most managers but that are large profit makers are the Coolers and Freezes. Originally a cooler was a drink made by putting a scoop of ice cream in a glass and pouring over it some bottled beverage such as ginger ale. However, the modern Cooler as served on a good soda fountain has much more appeal. Basically, the Cooler is made as follows:

3 ounces finely shaved ice
1½ ounces syrup flavor
1 scoop ice cream
Carbonated water.

The chopped ice, flavor and carbonated water are put in a malted milk shaker and allowed to whip until the outside of the shaker becomes frosty. The No. 20 scoop is placed in this mixture after it has been poured in the glass prior to serving.

A widely used variation of the cooler is the Egg-phosphate. This is made with the addition of an egg and a few drops acid of phosphate together with the regular cooler ingredients. Cooling, refreshing and invigorating, it deserves more attention from any manager who is anxious to make his fountain known as the place where customers can get unusually satisfying and original drinks.

Freezes are made much the same as coolers, with the exception that sherbets are used. Fruit flavors are most popular and practical for use in making freezes, and the recent growing popularity of these drinks in summer attests their value. Among the many variations of freezes we find:

Limeberry Freeze

Use 1 ladle of red raspberries and place in the shaker with 3 ounces finely shaved ice and 1 scoop of lime sherbet. Pour the finished drink in a 12-ounce soda glass after it has mixed for at least 2 minutes, and top off with another scoop of lime sherbet.

Tropical Punch

Make as directed for regular freeze, but use pineapple syrup and cherry sherbet as the ingredients. Serve on a clean doily.

California Delight

Use 4 ounces fresh orange juice, 1 ounce vanilla syrup and mix with orange sherbet.

Florida Bracer

Use equal parts fresh orange juice and lemon juice. Add 1 ounce simple syrup and mix with lime sherbet.

Golden Orange Freeze

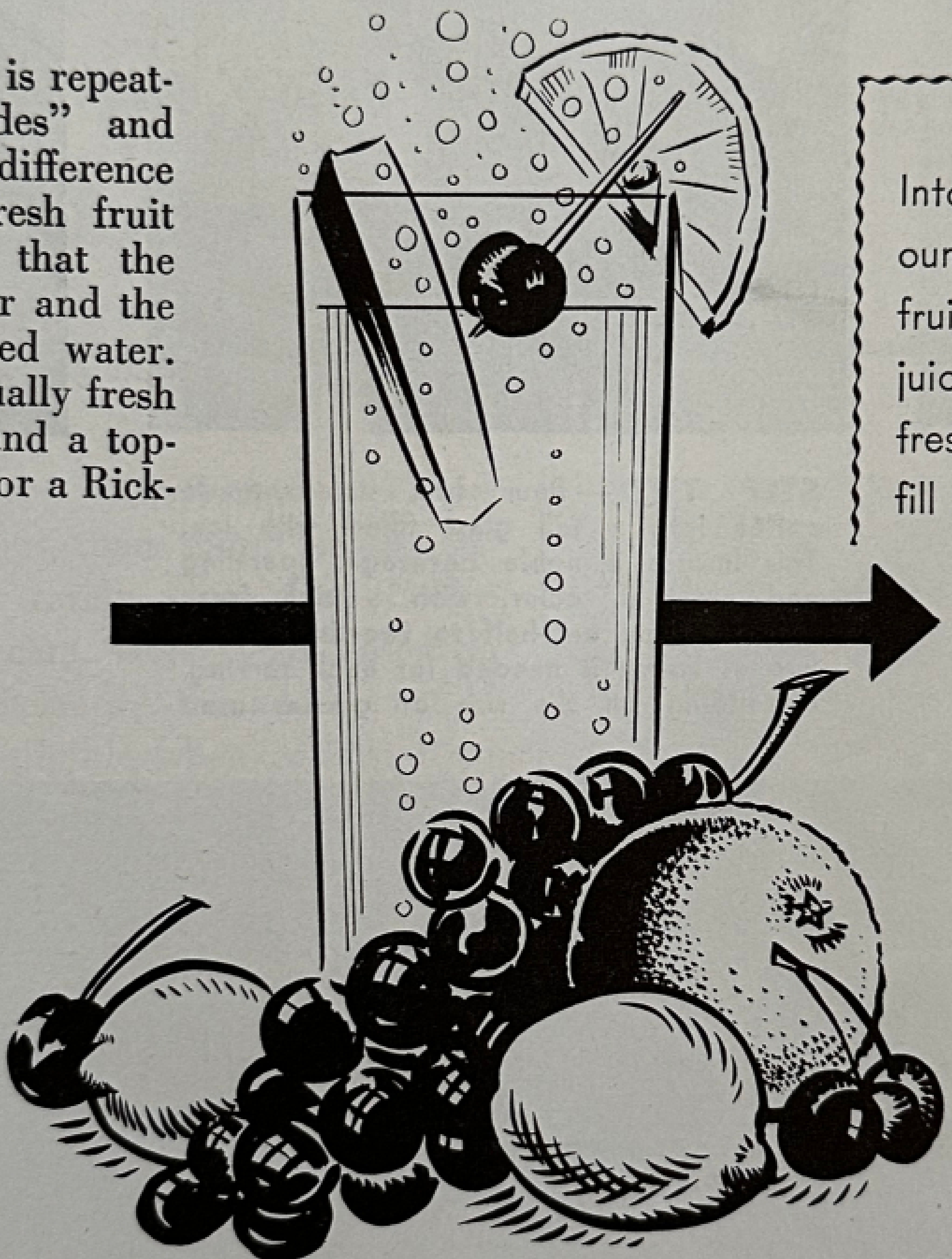
Use equal parts fresh orange juice and lime juice. Mix with cherry sherbet.

Mint Freeze

Use 1 ounce vanilla syrup and add either spirits peppermint or finely chopped mint. Mix with raspberry sherbet.

These few suggestions illustrate the hundreds of combinations that are possible in developing freezes. Use your own ideas in developing others.

During summer months there is repeated consumer-demand for "Ades" and Rickeys. The only essential difference between an "Ade," such as fresh fruit Orangeade, and a Rickey is that the "Ade" is made with plain water and the Rickey is made with carbonated water. The ingredients of either are usually fresh fruit syrup, carbonated water and a topping. To make either an "Ade" or a Rickey, the following formula (at right) is one that has been found to be most satisfactory, although variety may be obtained by changing the type of garnish used.



Into a 12-ounce soda glass put 1½ ounces of fresh fruit syrup (if a fresh fruit citrus drink, use 4 ounces orange juice; juice of 1 lemon, or juice of 1 fresh lime), add finely shaved ice and fill the glass with carbonated water. Top with spiced cherries on a toothpick, whole maraschino cherry, slice of lemon, orange or some other similar garnish. If an "ade", use plain water in place of vichy. This is a potent summer profit-builder.

Among the various combinations used in making "Ades" and Rickeys we find the following suggestions ↓

Minted Lime Rickey: Make regular Lime Rickey and top with fresh mint sprigs.

Tart Cherry Rickey: Use fresh domestic cherry syrup and combine with juice of ½ fresh lime.

Black Cherry Rickey: Use 1 ladle fresh black cherry syrup and combine with juice of half fresh lemon.

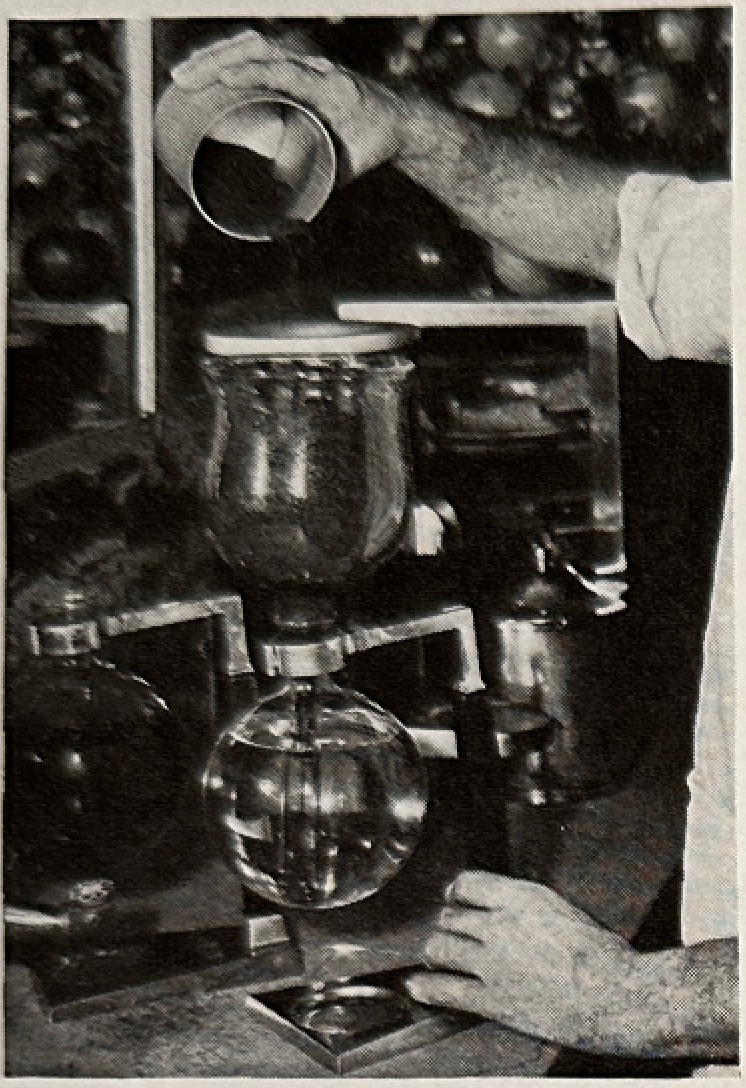
Ginger Pine Rickey: Combine equal parts of Ginger Ale syrup and Pineapple fruit syrup. Garnish with a thin pineapple stick.

Ambrosia Rickey: Combine equal parts fresh Orange juice and fruited Pineapple syrup. Garnish with shredded toasted cocoanut.

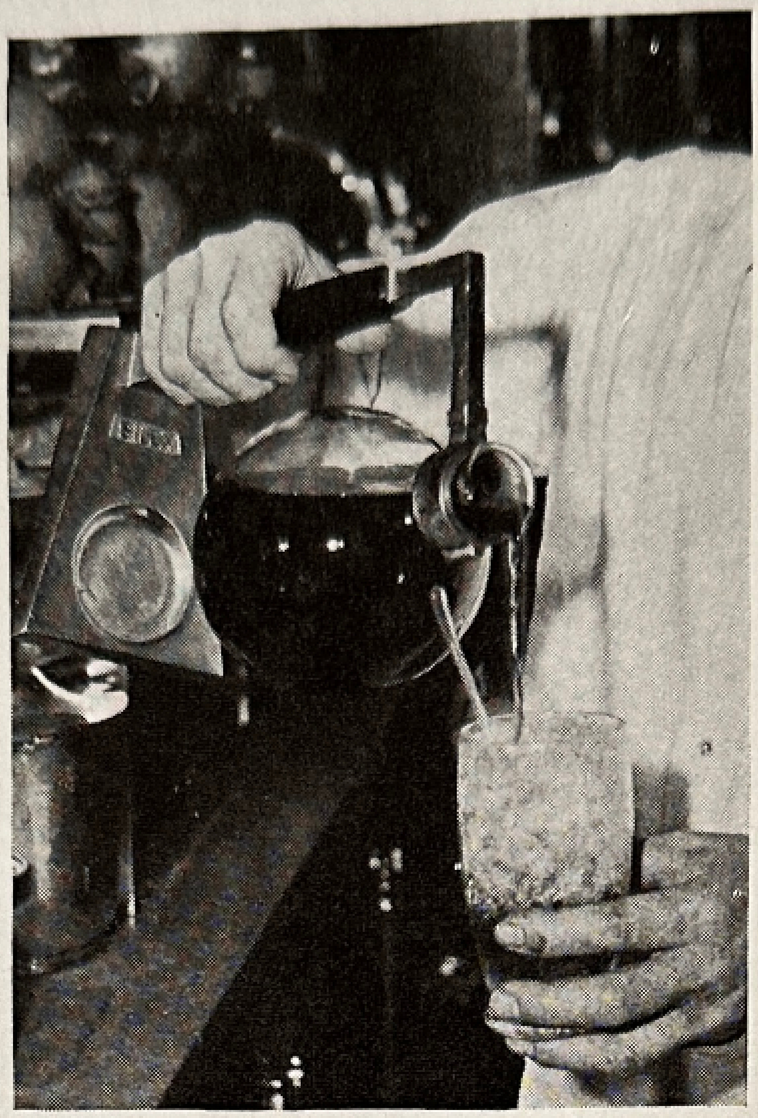
Grape Rickey: Use 2 ounces concentrated grape juice and garnish with maraschino cherry.

There is an endless list of combinations which can be used. The intelligent use of the many syrups, ice creams, sherbets, and garnishes behind your fountain can create real profit makers for you. Don't be afraid to also try some of your own ideas. They'll help build repeat business and make a name for your store.

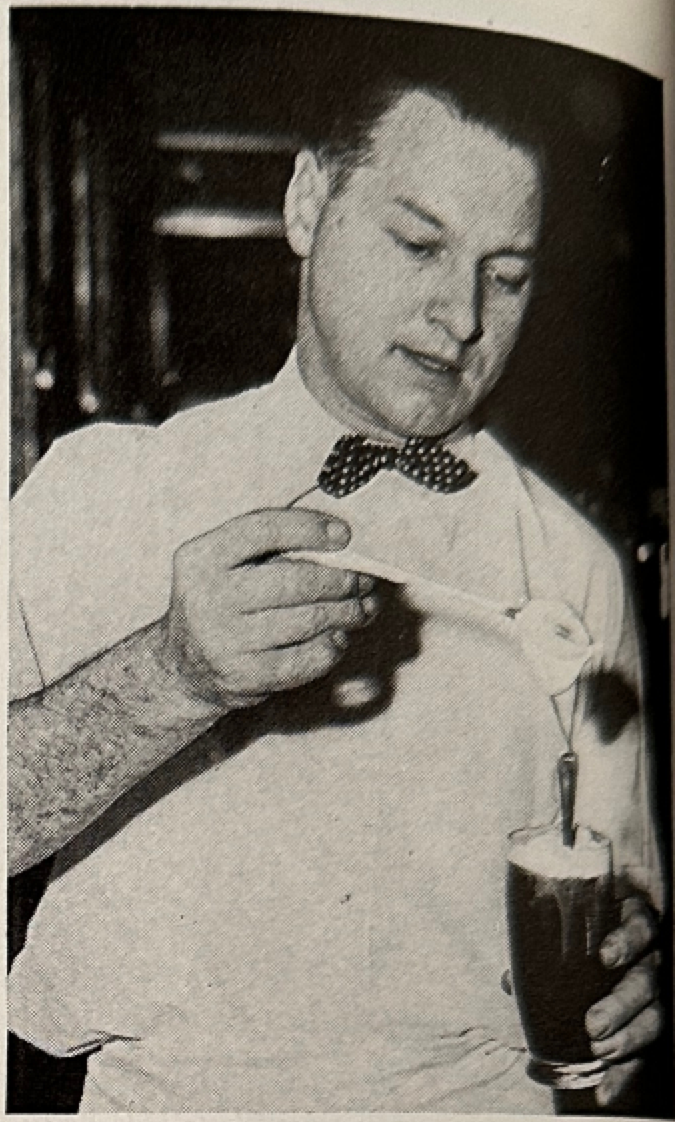
Things to Remember When



STEP ONE—Use half again as much coffee as for regular strength iced coffee. The extra strength coffee will make up for dilution by the ice without loss of flavor



STEP TWO—Pour hot, freshly-made coffee into a tall glass filled with ice. This insures a noble beverage, sparkling and clear in color, with a rich fresh aroma. From one-half to two-thirds of a cup of coffee is needed for each serving, depending on the size of glasses used



STEP THREE—Top off with a generous glob of whipped cream

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STEP FOUR—Place on a plate with doily and straws. Serve to the customer

Merchandising ICED Coffee...

1. . Always make your coffee stronger than usual
2. . Be sure that you use FRESH coffee
3. . Use PLENTY of whipped cream
4. . Put lots of ice in the glass
5. . Serve with doily, napkin and straws
6. . At 10¢ you make a 50% gross profit

   . . . At 15¢ you make less sales

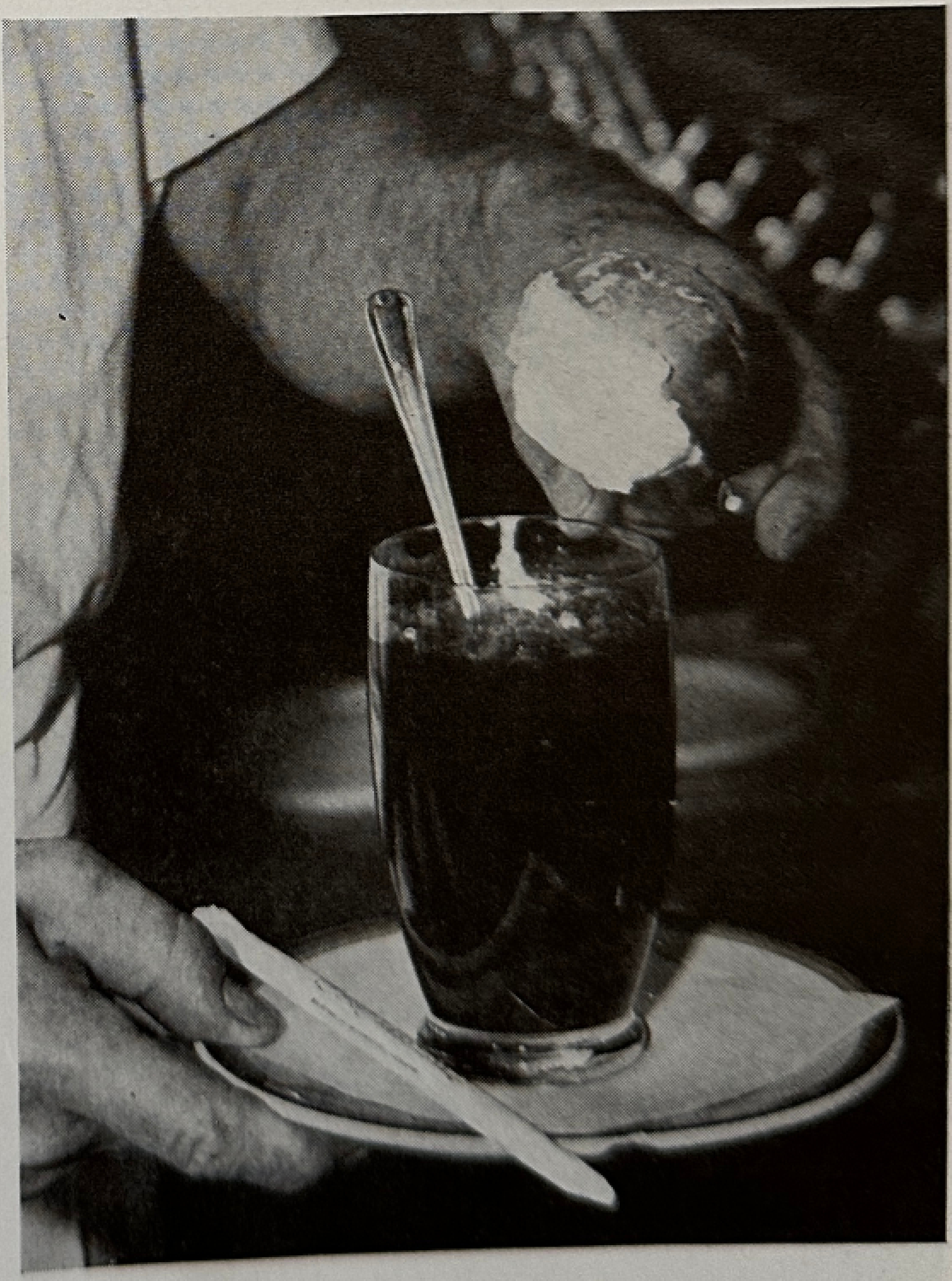
ICE cream can also be utilized to increase sales and profits in various other ways than those mentioned. For example, many fountains rarely serve Iced Coffee without the addition of ice cream. Good Iced Coffee is cheap to make and serve. Furthermore, the added cost of any ice cream used will be negligible when compared to the extra volume. Iced coffee should never be made from old, stale coffee. Iced coffee must be made from a *fresh* batch of extra-strong coffee. The usual method is to use 1 gallon of water to a full pound of coffee. This will give, approximately, 16 8-ounce servings.

Iced coffee may be served two ways. First, chill the coffee in the refrigerator and pour over 3 ounces of finely shaved ice placed in a 12 ounce soda glass. The second method is to fill a 12 ounce glass ¾ full of ice and cover with hot coffee. The last method has the disadvantage of diluting the strength of the coffee.

All iced coffee should be served with whipped cream and 1 ounce of 20% coffee cream. For various reasons, including national variations in the price of cream, the following cost data on iced coffee will have to be amended in the light of the manager's own cost-price on various items.

ICED COFFEE

8 ounces strong coffee @ 24¢ lb. (16 servings)	1½¢
1 ounce 20% cream	1¢
1 spoon whipped cream	½¢
1 No. 16 scoop ice cream	3½¢
	6½¢



MERCHANDISING TIP—A scoop of vanilla ice cream, instead of whipped cream, makes *Viennese Iced Coffee*, a good summer feature. Or use a scoop of chocolate ice cream to make *Mexican Iced Coffee*. Coffee ice cream and whipped cream blended into iced coffee with the malted milk machine produces Pan American Punch.

The addition of the ice cream to iced coffee does two very important things. First, it raises the customer-acceptance of the drink, and, second, it raises the price from the usual 10c to 15c, with no complaints from the customer. Tests have shown that advertising Iced Coffee at 10c made no appreciable difference in the sales of the item. However, when iced coffee with ice cream was advertised under various names, sales increased from 23% to as high as 69%.

The three most popular variants of iced coffee made with ice cream are as follows:

Vienna Iced Coffee: Make iced coffee in the regular way and add 1 No. 16 scoop vanilla ice cream.

Mexican Iced Coffee: As directed above, using 1 No. 16 scoop of chocolate ice cream.

Jamocha Iced Coffee: Make regular iced coffee and add 1 No. 16 scoop of coffee ice cream.

Ice cream can also be added to iced tea with good results. Among the many interesting variations we find:

Canton Iced Tea: Make regular iced tea, using standard iced tea bag, and add 1 No. 16 scoop of lime sherbet. Top with grated candied ginger.

Russian Iced Tea: As above, using 1 No. 16 scoop of Strawberry ice cream.

In addition, many combinations can be tried using other flavors of sherbet. In serving iced tea, we recommend the use of powdered sugar which dissolves quicker than granulated sugar and adds an original touch to the average fountain service.

Many managers buy Eclair shells, slice them, fill with ice cream and top with fudge sauce to make a feminine dessert that readily sells for 15c.

All cakes, sponge layers, pies, etc., are more readily sold in company with ice cream. This has been definitely proved by the popular demand for pie-a-la-mode. You can also test this for yourself by insisting that with every piece of pie ordered, dispensers say: "Try some fresh ice cream on that today, sir!" If an accurate count is kept of the results it will generally be found that not only has ice cream sales increased, but that the pie sales have jumped also. Much of this is due to "unconscious suggestion" which is a vital factor in food merchandising. If any given number, say twenty, people are seated at a fountain, it is mathematically possible to compute the percentage who will follow the lead of one person in ordering something. The street merchants know this well, witness their use of "shills" to stimulate patronage.

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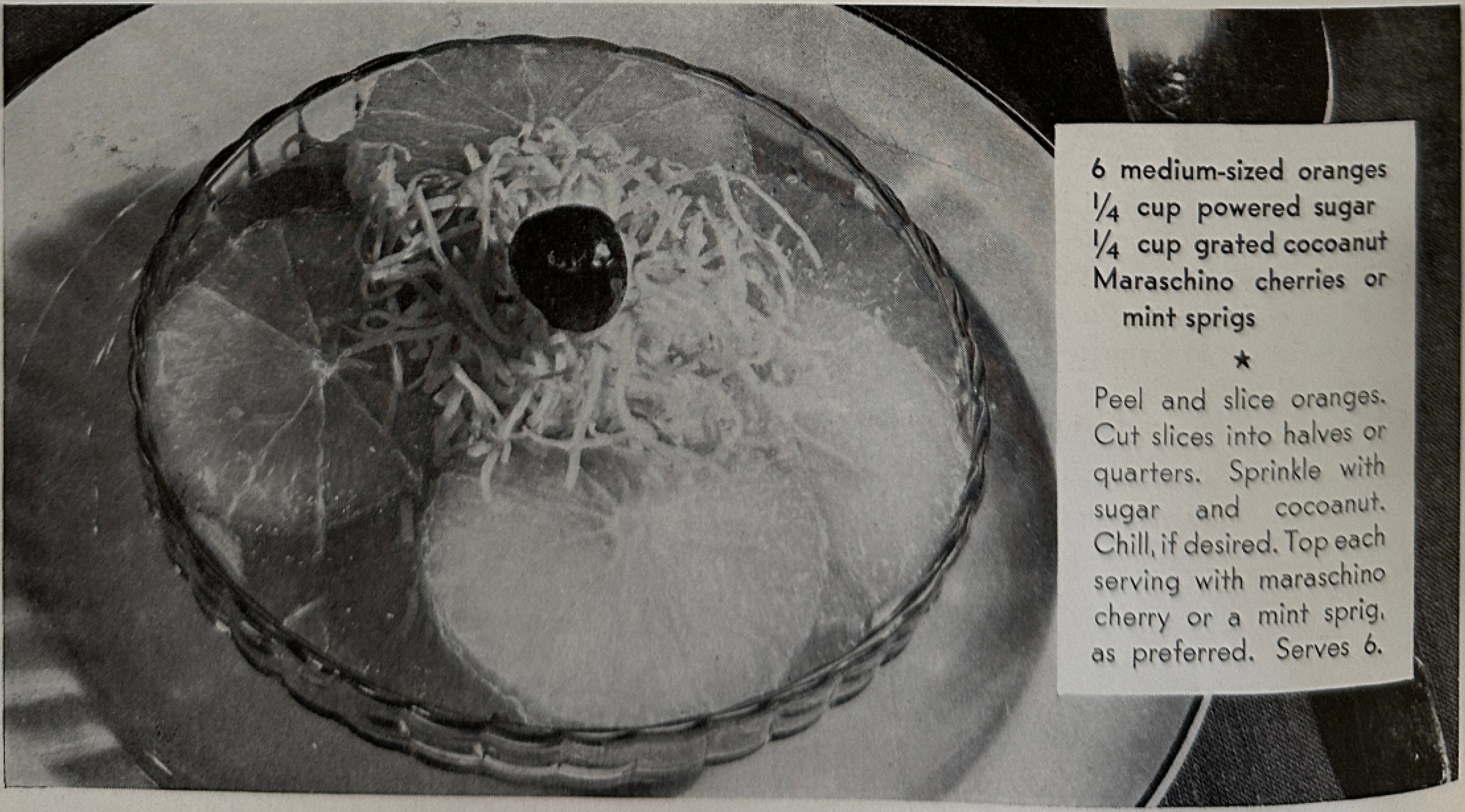
Surprise 'Em with Specialties

Use your originality in introducing new combinations and new specialties. Nearly every soda fountain sells cantaloup a-la-mode, but very few serve it topped with fresh raspberries, huckleberries or other fresh fruit flavor. Those who do reap a double reward. They increase their business and profits and, in addition, they *know* they are following the principles laid down by all we know of modern management and merchandising. Another excellent example of a specialty surprise is ⬇

Orange Ambrosia

Old-fashioned but always welcome, Orange Ambrosia is a year 'round fresh fruit dessert that's decorative and delicious.



6 medium-sized oranges
1/4 cup powered sugar
1/4 cup grated cocoanut
Maraschino cherries or
mint sprigs

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Peel and slice oranges. Cut slices into halves or quarters. Sprinkle with sugar and cocoanut. Chill, if desired. Top each serving with maraschino cherry or a mint sprig, as preferred. Serves 6.

Merchandising ICE CREAM

From all we've said, it must now be readily apparent to you that the subject of ice cream and its merchandising is composed of subtleties that constantly change. For that reason alone, it would be foolhardy to attempt to list every past, present and possible merchandising plan or idea that has been evolved.

It must be restated that the alert manager or operator must keep abreast of current trends and ideas. This is important because current affairs often contain a clue to what the public likes, expects and is buying. The best method for any manager is to conscientiously study the various drug magazines which list both new developments and also proved and tested plans that have been devised by their readers under actual business conditions.

This, then, will be limited to a brief discussion of the elements of merchandising, and will try to point out some of the things many managers have neglected in their efforts to increase business.

Perhaps the greatest of these is the tendency to overlook the importance of various holidays with their national and local possibilities. Virtually every state in the Union and every city has an individual holiday that can be played up with special window displays, special sundaes and drinks and various other methods.

For your convenience here is a list of *all* the national and some local holidays, together with suggestions as to how they may best be capitalized. These suggestions are not meant to be used precisely as they are given; their main purpose is to act as a mental stimulus and to provide a springboard for your imagination in developing your plans and promotions for a substantial increase in your annual sales through greater attention-value.

National Holidays

January First:

New Year's Day. This should be greeted with new window displays; new specialties; signs depicting the old year and the cherub always associated with the New Year; with the mailing of New Year's greetings to many customers, and similar ideas.

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February 12th:

Lincoln's Birthday. In the North, various incidents in the life of Lincoln can be displayed in the window; the local branch of the G.A.R. will provide flags, etc. The South should feature Union Sundaes; Mason-Dixon specials, and similar ideas.

February 22nd:

Washington's Birthday. This is a natural for soda luncheonettes. In his ledger for 1784 Washington records: "the purchase of a machine for making ice cream." This is the first **record** of ice cream in this country. It should be played up with Cherry Tree Sundaes, Patriot Specials, etc. Every soda luncheonette should display pictures of old and new ice cream machinery in the windows and comment on the advances that have been made from Washington's time.

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May 30th:

Decoration Day. The local American Legion Post should be persuaded to loan their flags, etc., for this occasion, and, if possible, the window should be used to list the names of those who fell in the great war . . . without any advertising. Poppy Sundaes, Flanders Sodas, etc., will all cause discussion, which means increased business for you.

* * *

July 4th:

Independence Day. The events connected with this should be capitalized in a dignified manner, and all patriotic organizations should be sent letters. If possible, talk with their leaders before any projected parade and make **your** store their headquarters after the long, dusty march. Find out where picnics are taking place and make a special price on ice cream for them. Your company will deliver the order packed in dry ice and, because business is usually slow, a dispenser can be spared to serve it at the picnic grounds.

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September 6th:

Labor Day. Local labor unions should be mailed letters and window displays should be utilized that will please them, but not offend non-union customers. The merchandising departments of your ice cream and syrup companies will help in this

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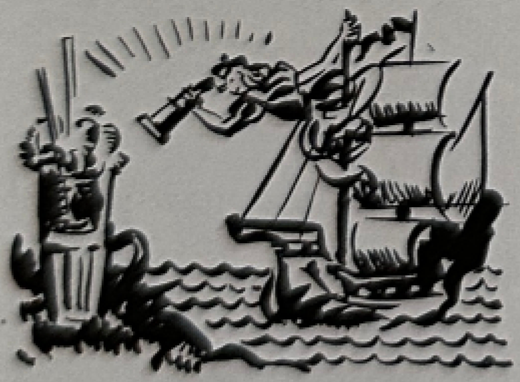
October 12th:



Columbus Day. Have displays citing the fact that your sodas and sundaes are the reason why Columbus discovered America. Write letters to local patriot societies and develop special sundaes and sodas for the occasion.

* * *

November 2nd:

General Election Day. The first Monday after the first Tuesday in November—every four years. Have placards in your window showing two men holding a soda glass and a sign reading: "The Winner: Our Special Soda at 15c", or, "Everybody Votes for Our Sundaes, They Win Every Time." If possible, name specials after the two competing parties and check the sales of each. Offer a prize to the person guessing which will win your election. In one store this increased business by 19.7% during the tough winter of 1932.

November 11th:

Armistice Day. This must be handled delicately, and the best suggestion is to be guided by the broad experience of the merchandising departments of ice cream and other supplying companies.

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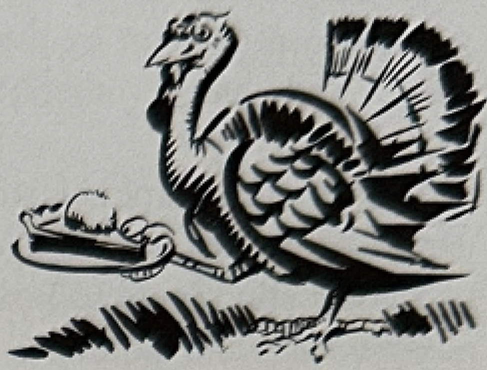
November 26th:

Thanksgiving Day. Last Thursday in November. There should be pumpkins in the window, special pumpkin pie served with ice cream and whipped cream, special sundaes and sodas, similar ideas.



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December 25th:

Christmas Day. This should be merchandised with letters and circulars telling of special delivery service on this gala day. Most people will order ice cream for dessert if they are reminded of it. The reminder can be in the form of a Christmas card carrying good wishes and your phone number. The possibilities in carry-out business on Christmas Day are endless.

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In addition, there are many purely local holidays that should be capitalized by luncheonettes located in the various states. Because I feel they are good mediums for promotional campaigns, the following list is offered:

Jan. 8th: Battle of New Orleans (La. only)

Jan. 19th: Robert E. Lee's Birthday (in Ala., Ark., Fla., Ga., N. C., S. C., Tenn., Va.)

Feb. 9th: Shrove Tuesday (Mardi Gras in Ala., Fla., La.)

Feb. 12th: Georgia Day (in that state only)

Feb. 14th: Admission Day (Texas only)

Mar. 2nd: Texas Independence Day (in Texas only)

Mar. 4th: Pennsylvania Day (in Penna. only)

Mar. 25th: Maryland Day (in Md. only)

Mar. 30th: Seward Day (in Alaska only)

Apr. 26th: Confederate Memorial Day (in Ala., Fla., Ga., Miss.)

May 10th: Confederate Memorial Day (Ky. and N. C. only)

June 3rd: Birthday of Jefferson Davis (Ala., Ark., Fla., Ga., La., Miss., S. C., Texas and Va.)

June 15th: Pioneer Day (Idaho only)

June 20th: West Virginia Day (in that state only)

July 24th: Pioneer Day (in Utah)
Aug. 1st: Colorado Day (in that state only)

Aug. 16th: Anniversary Battle of Bennington (Vt. only)

Sept. 9th: Admission Day (Cal. only)

There are several other holidays that are observed in various state schools but are not strict holidays among the general public. There are also certain religious holidays that must be watched, not for merchandising, but because they will have an effect on business. A knowledge of these various religious holidays will help you plan your menus and order with due regard for any particular bearing the holiday may have on food.

Cater to Kids

Children, both small and large, must be catered to if the fountain is to be successful. If children like the service, price and portions in any given soda luncheonette, they will prove valuable word-of-mouth advertisers in their homes. The various seasons should be studied to this end. Football specials named after heroes in the school, or after the school itself; specials named after some movie star who has won the most votes in contests run by the luncheonette; these, and many others, have proved valuable.

The modern, sophisticated child is accustomed to the use of coupons, prizes and other stimulants to business, and still possesses the old human trait of wanting to get something for nothing. This can be capitalized by various inexpensive methods. One plan is to buy tickets such as those used by theaters, with each ticket having the nominal value of five cents. When a certain specified amount in dollars is saved up, the child presents the tickets and gets something of minor value, such as a pair of wooden stilts, knives, flashlights, small, cheap "candid" cameras and similar premiums. If this is planned efficiently the window can be used to display the various premiums offered and to make it even more exciting, bulletins listing the ten leaders in the neighborhood can be pasted in the window each week.

This type contest can be used where the luncheonette is located near a school. Make each five-cent sale count for one point and set a total number of points, or a certain length of time as the duration of the contest. Make up a simple scoreboard, divide it into columns listing the points made by each class. This arouses class honor, individual pride and group action. The winning class can be treated by one of several methods. The best is to work the contest out with your ice cream company and have the winning class taken on a visit to their factory, with free treats of ice cream, souvenirs of the visit and perhaps a showing of some of the merchandising films that are available.

Give Kids Their Own Specials

Many luncheonettes have special menus for children, particularly ice cream menus. These can be in the form of Mother Goose Booklets, listing Jack Horner Sundaes made with fresh plum syrup; Miss Muffet sodas; Contrary Mary Banana splits and other specialties. These menus are valuable as inserts in outgoing orders and are jealously treasured by smaller children particularly.

Cooperation with Boy Scout Troops, Girls' Clubs, High School and College athletic bodies, etc., will aid in making the store a rendezvous for younger people. And, remember that every child is a potential salesman to at least two or three more members of his immediate family.

CASH IN ON

At one time the peak business period of the soda fountain was during the evening. At present in many fountains the evening is the slowest period of the day. This should not be so and is not really necessary. Carry-out trade in ice cream alone can be developed to substantial proportions.

Carry-out trade during the evening can be developed in many ways. One is by tie-up sales featuring small jars of syrups; special syrup toppings made on the fountain; by featuring a low combination price on bulk cream and bottled beverages for use in making "coolers" at home and by the various "percentage" plans that have been very successful. One of these is to give each customer a sales-slip with every bulk ice cream purchase and, when the total purchases have amounted to $10.00, these are returned and the customer is given a quart of cream free. This develops repeat business and stimulates bulk sales.

However, much potential carry-out business has been lost because of slow, careless delivery habits. The first requisite in carry-out trade is to have distinctive cartons or pails, clean wooden spoons for the use of the customer, good-quality napkins and wrapped straws whenever the order needs them. Many managers make a practice of enclosing inexpensive paper sundae dishes together with wooden spoons and napkins in every bulk ice cream order that goes out. This thoughtfulness is appreciated by the housewife who has no soiled dishes to wash after the ice

"CARRY-OUT"

cream has finally been consumed.

When ice cream is to be delivered the rule is to get it there *fast!* Soft, half-melted ice cream is a black eye to any fountain. The next thing is to see that the customer receives exactly what was ordered. If a certain flavor is out of stock, call up and explain why and suggest some other special. Your thoughtfulness will be appreciated.

Where the total amount of carry-out business is large, as in ice cream company unit-stores, many managers hire schoolboys with bicycles and equip them with one of the many types of refrigerated boxes. Painted white, these are valuable merchandising assets in themselves, besides the important fact that they deliver ice cream promptly and in good condition.

These refrigerated boxes have been put to good use by many luncheonettes located in cities with a large office population. College or high school students are hired and each is given a box loaded with Dixies, sandwiches, Popsicles, Frosticks, etc. They make the rounds of offices at four o'clock and are usually welcomed very warmly. Modern trends in personnel efficiency recognize the need for a "break" in routine at four o'clock to maintain the employees' efficiency. Many offices leave standing orders for ice cream, drinks, etc., that are to be delivered each day. In addition, this provides a valuable entree for carry-out sandwich and other business on rainy days.

Care In Carry Out Creates Cash!

Be modern in merchandising the biggest profit-maker on your fountain. Stress the convenience of the service you have to offer. Most customer dissatisfaction with ordinary soda fountain carry-out is due to three things. First, carelessness in packing; second, carelessness in handling; third, carelessness in including all accessories for your customer's enjoyment.

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Soda Fountain

ICE CREAM (Bulk). Include small, inexpensive wooden spoons, plenty of napkins, and five small paper dishes per quart.

SODAS. Charge enough so that you can put plenty of ice cream in the container. Otherwise, the heat will melt the cream and your customer will be displeased. Be sure to include napkins, straws, long-handled wooden spoon.

SUNDAES. Use a container large enough so that the customer does not receive a squashed, gooey, mess, unappetizing in appearance. Be sure you put in a spoon and plenty of napkins. The most progressive fountain operators send out ice cream sundaes with the syrups and whipped cream in separate 1½ oz. covered souffle cups.

CONES. Have your ice cream manufacturer supply you with cone holders and be sure you wrap the order securely.

★

Luncheonette

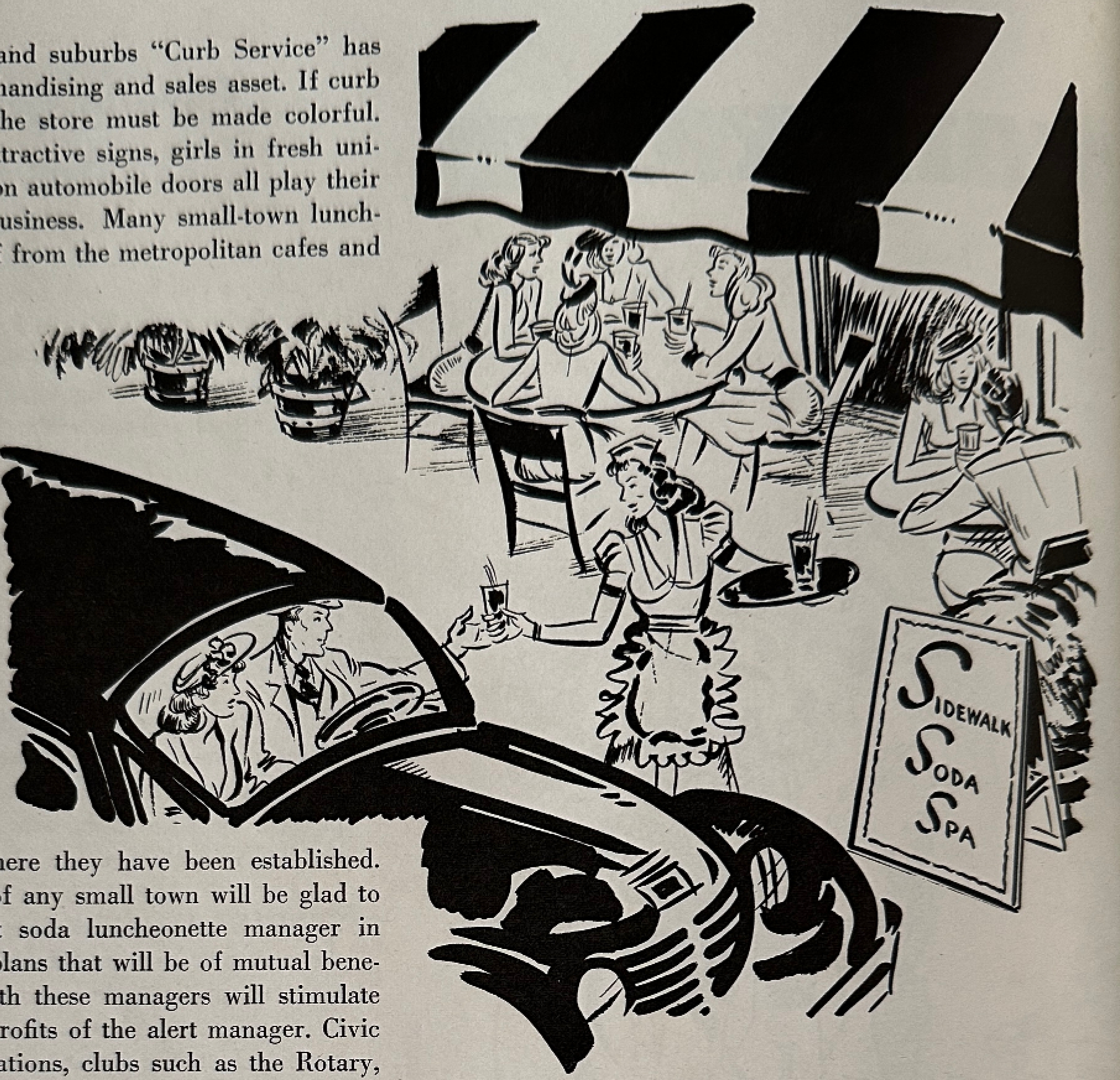
SANDWICHES. Be sure they are wrapped carefully. Put all dressings in small, 1 oz. souffle cups, on the side, and salt and pepper in small paper envelopes.

COFFEE. Be sure that the lid on the container is on there *tight*. Prepare waxine bags with two lumps of sugar, napkin and spoon in advance and use with coffee orders so that if the coffee spills, the napkin and the sugar remain dry.

SALADS. Check on napkins, fork, roll and butter (wrapped separately so as not to become wet from the salad). Put dressing in covered 1½ oz. souffle cups.

PIE & CAKE. Use inexpensive, special triangular-shaped paper plates. Include paper or wooden fork. Don't forget the napkin.

In the smaller towns and suburbs "Curb Service" has proved a profitable merchandising and sales asset. If curb service is contemplated the store must be made colorful. Gaily striped awnings, attractive signs, girls in fresh uniforms, and trays that fit on automobile doors all play their part in developing this business. Many small-town luncheonettes have taken a leaf from the metropolitan cafes and installed "Sidewalk Soda Spas" with tremendous success. These require permission from civic authorities, gay and modern furniture; a few potted plants from the local florist, awnings and pretty uniforms for the waitresses. Smart, convenient and different, these soda spas are the rendezvous for afternoon shoppers and after-theater crowds in every city where they have been established.



The movie managers of any small town will be glad to cooperate with the alert soda luncheonette manager in devising merchandising plans that will be of mutual benefit. Close cooperation with these managers will stimulate the ideas, business and profits of the alert manager. Civic bodies, fraternal organizations, clubs such as the Rotary, Lions and Kiwanis, can all be contacted with a view to serving their picnics, luncheons and other affairs with *your* ice cream.

Use Your Imagination

There is a common tendency among operators to spread all their merchandising efforts on summer months. While ice cream should be strenuously merchandised at all times, Customers will buy as much ice cream during winter months if they are reminded of it through the medium of circulars, letters, special sales, etc.

New uses for ice cream, such as a small scoop of coffee cream in a cup of very hot chocolate merchandised as "Spanish Chocolate"; toasted raisin cake with ice cream and fudge sauce; puddings with ice cream, and various other specialties, should be carefully developed and efficiently merchandised through signs, circulars, menu inserts, letters, contests and similar methods.

More Sales with Suggestive Selling

You have to do more than just make a suggestion . . . you must create a desire on the part of the customer to satisfy his appetite with a serving of what you so temptingly describe.

This type of selling must be "low pressure salesmanship." One of the largest automobile companies, realizing that the public has fast become set against the methods of high pressure salesmanship, has now developed through their consumer research bureau, a "low pressure" selling of their products. This has been done by a study of the desires of the riding public and then creating a product that conforms to these desires.

Another method of "low pressure salesmanship" is Sampling. Try the idea of giving your customers a taste of your latest flavors. This appeals to their vanity for they will feel that you value their opinion particularly. They will soon tell you whether or not they favor the product. One other method of increasing your bulk sales is to find out the number to be served when a pint or a quart is ordered. (From experience you know that a pint is enough for three servings and a quart enough for twice this number.) If you have the opportunity, suggest a pint and a half instead of a pint, or a quart and a pint instead of a quart.

All your items should be kept before the public, and to prevent any of them from becoming back numbers pick out a different one every day and feature it above all others . . . as an example: one day, banana splits; next day, malts; Vanilla ice cream, etc. Make up your schedule for two or three weeks in advance, noting each day how much or how many of each item you are pushing was sold. The next time you push this particular item or special, check the previous day's results and note how much of an increase you have obtained.

Strong Weeks for Weak Sales

One of the best ways to sustain interest in your store and thus help you build a better business is to find out all you can about the special weeks which have been planned. In your own town your local church societies, fire department, police department, boy scout and girl scout groups and various others must have planned weeks to highlight some special point in which they are most interested. Find out about those "weeks" which apply only to your own town and build them up. Use special window displays calling attention to the week you are featuring. Use posters which any of your town groups may supply to you.

Here are a few suggestions to help you plan a special week for each month in the year.

January 16-24—IDAHO POTATO & ONION WEEK

Feature baked Idaho potatoes, hamburgers with slice of Idaho onion, special Idaho mashed potatoes with three vegetables on the 40c lunch. Have a poster in your window characterizing a potato. Write to the Idaho Advertising Commission, Boise, Idaho, for material which you can use.

★

January 22-31—PEANUT WEEK

Feature sundaes topped with peanuts. Serve peanut butter sandwiches, combined with jelly or American cheese. The National Peanut Council, Atlanta, Ga., will supply material for merchandising.

★

February 6-12—BOY SCOUT WEEK

Get in touch with your local boy scout groups. Let them display some of their handiwork in your windows together with posters which they are probably making for Boy Scout Week. Then tie in your menus to the theme by naming a special sundae after the most popular boy scout, or troop.

★

February 12-22—DEFENSE WEEK

Dedicate your windows to material urging support of the U. S. Government. Decorate your store with flags and sell U. S. Defense Bonds and Stamps.

★

March 28-April 4—BASEBALL WEEK

Have pictures of favorite baseball heroes in your window. Feature a Babe Ruth Sundae. Instead of the usual topping use slices of Babe Ruth candy bars.

April 19-25—BE KIND TO ANIMALS ANNIVERSARY

Tie in with your local S.P.C.A. on this one. They may let you display puppies or kittens in your window, which human interest will certainly attract interested observers. You might even have a box at your cash register and contribute one tenth of each sale to the S.P.C.A.

★

April 25-May 2—BOYS AND GIRLS WEEK

Dramatize the healthy, American boys and girls and feature specials for them like Malted Milks, sodas made with milk, hot chocolate made with milk. You might even feature a special luncheon if your neighborhood warrants it.

★

May 10-16—RAISIN WEEK

There's certainly plenty of opportunity in this one for humorous window displays, special desserts, cakes and pies. And don't forget the health angle. Write to Fresno County Chamber of Commerce, Fresno, Calif., for more information which you can use.

★

October 4-10—LETTER WRITING WEEK

In your window use the theme "Remember to Write Home," and ask them to come inside and do so. Supply a penny post card and an indelible pencil to every customer.

★

October 31-November 6—APPLE WEEK

A window full of apples is always an attractive sight and it's a good way to merchandise this week that can help you sell more apple pie, more ice cream (serve the pie a la Mode), apple cake, apple sauce, apple juice, and many other dishes which are made from apples. Feature hot cider and doughnuts.

★

November 11-30—RED CROSS CALL

Speak to your local Red Cross chapter. They'd be glad to cooperate. You could also put one tenth of each sale in a Red Cross collection box at your register.

If you would like a list of all the Merchandising Weeks, with tested plans for cashing in on them, write to Reader Service Department, Soda Fountain Handbook, 572 Madison Avenue, New York, N. Y.

The Soda —and its

How to Purchase Food

Food purchasing for the soda luncheonette is one of the most important factors that touch on other aspects of what you do when you buy food; consideration must be given to the type menu used and the price-range of the various menu items; customer likes and dislikes must be taken into account; merchandising possibilities must be appraised and, finally, you must think of price fluctuations, food-cost policies of your fountain and the various grades, standards and sizes of numerous items.

For this reason you should have as wide a knowledge as possible of the various elements that enter into selection of different items. You should carefully study grades and standards set up by the industry or by the government, and you should be familiar with the daily market quotations of the merchandise you buy. In addition, you must keep abreast of seasonal shipments of fresh fruits and vegetables, and must confine your buying of other items such as meats, fish and some dairy products to the various times they are in the market in great quantities.

Naturally, it is impossible to list the standards and substandards of every brand of merchandise that is sold to soda luncheonettes. But, it is possible to list some of the things that should be known, and that will aid you to buy the most for least and still get the best quality with the greatest economy.

In buying any product you should remember that no item on the fountain can be better than its ingredients. For this reason alone, you will do well to avoid little-known brands that are sold on a price basis only. The nationally advertised, consumer-accepted brands will be found to give the best quality and at prices that allow the greatest margin of profit. In addition, the prestige of the brand used will add to the reputation of the fountain. A growing practice among large chains who know merchandising is to advertise, by signs and on their menus, the names of the brands of merchandise used on their fountains. This assures confidence on the part of the customer, builds a reputation for quality and allows you to capitalize the money spent by these companies in national advertising.

There is no general rule as to the frequency with which merchandise should be ordered. Perishables, such as fresh vegetables, fruits, eggs, pastry, etc., should be ordered daily. Condiments, canned goods, dairy products and the like can be ordered at regular periods. You should set aside a definite period for seeing salesmen and should not buy new products without giving them an exhaustive test. This test should embrace the following points:

QUALITY: Does the product measure up to certain standards? Is it as good or better than the product now being used?

PACK: Is the product solid pack? How much of the net weight is liquid? Does the weight of the can conform to that shown in the chart of can-sizes and weights accompanying this chapter?

CUSTOMER-REACTION: Does the product meet with the approval of the customers? Any complaints? Is it easy to prepare? Any repeat calls from customers?

FLAVOR: Is the flavor good? Exceptional? Have you had any customer compliments?

MERCHANDISING: Does the company making the product cooperate in providing merchandising aids? Is the product well-known through national advertising?

PRICE: Is the price higher or lower than usual? If higher, does it denote better quality? If lower, does it mean quality is poor, or the portions will be less than in the higher-priced item?

Luncheonette management

These questions are necessary for two very important reasons not connected with cost. One is the growing activity of consumer-organizations for accurate, dependable standards of quality and manufacture that will protect the public generally. The other reason is the realization among soda luncheonette authorities that only the unethical, non-advertising and careless manufacturer is wholly responsible for the low quality, sub-standard grading and lack of definite standards of manufacture and packing. It is vitally important that there shall be no misunderstanding on the part of the customer as to the quality of the merchandise used on the fountain.

Facts on Canned Foods

Where cost-of-merchandise is concerned, you must pay particular attention to the purchase of canned goods. Price is not a good basis on which to buy. The various standards allow so much variation in quality and contents of the can that buying an item because of price may be false economy.

In buying any canned goods the manager should check size of can with the net weight marked on the label. The following shows the net weight each size can should contain:

CAN	AVERAGE NET WEIGHT
Buffet	7½ ounces
8 oz.	8 ounces
Picnic, No. 1 Eastern	11 ounces
No. 1 Tall	16 ounces
No. 2	20 ounces
No. 2½	28 ounces
No. 3	33 ounces
No. 5	56 ounces[1]
No. 10	106 ounces[2]

[1](3 lbs. 8 oz.) [2](6 lbs. 10 oz.)

No.10 tins will be found more economical to use for items that have a ready sale and a quick turnover, such as fruit juices, beans, soups, etc. No. 5 will be found the best size for jellies, jams and similar products. The smaller cans can be used for items that have a slower turnover or are perishable, as salmon, fruits for salads, etc.

There are several grades for the more important canned fruits and vegetables. U. S. Grade A is usually called "Fancy." U. S. Grade B is usually labeled "Extra Standard" or "Choice," and U. S. Grade C is "Standard." In addition there is "Substandard," which is of very low quality but is not illegal for food use. Naturally, the manager who is jealous of the reputation of his fountain will buy either Fancy or Choice Grades.

These two grades will be found most economical because of the higher food-content and because of quality. The drained-weight between fruits and vegetables of varying quality is one of the best methods of determining the long-range economy of any particular brand of product.

Almost all perishable fruit and vegetables will be purchased from a wholesaler, or from a local fruit dealer. It is usually false economy to buy low-grade perishables that are cheaper in price. Spoilage is greater, waste is greater and economy is less. Furthermore, the quality and flavor of the finished dish served to the customer is often seriously impaired by the use of low-grade or soft, stale fruits and vegetables.

This can usually be avoided by purchasing fruits or vegetables that are backed by national or state growers' associations, such as the Citrus Growers' Association, the Blueberry Association, and so on. Ordinarily, they market only the choicest part of the crop, the rest goes to canners, so that the manager is assured of getting fresh, high-quality.

There are no Federal grades that apply to fresh fruits and vegetables for the protection of the buyer but certain factors must be considered in determining the grade, particularly if you do not buy from a source you know is reliable. Market quality is usually based on the ripeness, or state of maturity of the fruit or vegetable; on the general appearance and on the freedom from defects that are liable to cause waste or undue spoilage. If fruits or vegetables are bought in quantity you should take care to see that the size of the container is of a standard commercial size as specified by the Standard Container Act enforced by Bureau of Standards of the U. S. Dept. of Commerce.

"Fresh Fruits and Vegetables, Please!"

There is another aspect to buying only first quality fruits and vegetables and that is their "return value." If the manager is in the habit of buying culls, rejects and seconds, he will find that the dealer will include a certain percentage of merchandise that is so badly spoiled as to be useless. But, if the manager is accustomed to ordering and receiving high-grade fruits and vegetables, it is an easy matter to get credit for any soft, spoiled merchandise. This will be found of value when market conditions are sluggish and the wholesaler has a great deal of stale stock

Hot Profits in Frozen Foods

The phenomenal growth of frozen foods during the past few years provides a splendid source of quality fruits and vegetables of known quality. Because there are various methods of quick-freezing and because different companies have their own units of pack, it is pretty hard to list the various standards that have been developed, except to say that they are uniformly high.

While the initial cost of any item may be higher than the fresh variety, they are often cheaper in the long run, especially when the menu calls for out-of-season foods. They have several advantages among them being the fact that they come ready to cook so that time spent in preparation of fruits and vegetables is eliminated, and the waste-elimination percentage is usually very high.

In addition, frozen meats and fish also have important waste-elimination percentages ranging from 25% to as ly tested as to practicability and has been found by boning or other loss is necessary makes these foods important adjuncts to the manager striving to lower food costs.

Check Your Chickens

Chicken and turkey have long been considered loss-items on fountains. This is because many managers do not have adequate, tested knowledge of the various methods by which loss can be sustained. For example, the butchering or trimming loss on chicken and turkey may run as high as 25%. Shrinkage in cooking takes another toll, and the weight of the skin and bones must be taken into consideration when charting costs on these items.

In purchasing fowl several things must be taken into consideration. The mark of a good fowl is abundant flesh on the carcass, with plenty of fat on the sides and backs and the bones should be well padded with meat. Quality fowl will have quite a lot of fat around the gizzard. The skin should be firm, soft and glossy and practically free of pin feathers. Broken wing tips or broken legs or skin bruises and discolorations should not be permitted.

If there is too much fat on the abdomen, or the skin shows signs of excessive scaliness the bird should be refused. Other evidences of fowl that is unfit for soda luncheonette use is a greenish discoloration under the wings; an unpleasant odor; gas that has formed in the crop, and sticky or slimy skins. It will pay to buy best quality fowl from a reputable dealer backed up by some well-known organization.

This also applies to the purchase of eggs, cheese, etc. Unless strictly fresh eggs can be purchased from a nearby farmer, the manager will find it better business to buy from a concern that candles and grades their eggs.

Milk, cream and buttermilk should be bought from the local dairy that has the best reputation. Wherever possible, milk and buttermilk should be served in individual bottles. Many luncheonettes feature Grade A milk exclusively and this has an attraction for the mothers of growing children.

Check Your Cheeses

The varieties of cheese are so numerous that it would be impossible to list them all. Good domestic cheese of all types can now be secured and while the quality is just as high as that of imported cheese, the price is much lower. Managers should feature various cheeses on the menus and they should be used in sandwiches, spreads, salads and appetizers. Rocquefort, Cheddar, Swiss, Camembert, Gouda, Neufchatel, Limburger and Liederkranz can all be prepared so that they will aid in developing business and prestige.

In Buying Meat . . .

In buying meat, you should first of all select a local butcher or wholesaler in whom you have utmost confidence. The whole subject of meat retailing is surrounded with so much mystery that it is virtually impossible for the average manager to definitely decide whether he is getting first grade quality or not. Recent surveys show that the preponderance of sales is in the higher grades of meat. This means that there is a wide scope for your initiative in buying meats of less choice grade at lower prices.

How to Test Beef

Good beef is always a popular seller on any fountain, and you should make sure of getting good beef. The best will be bright cherry-red in color, finely grained and firm textured, with a delicate marbling of creamy-white fat that is brittle to the touch. In buying beef, several of the less well-known cuts will enable the manager to diversify his menu and to cut down costs. The neck, for example, can be used for stews and meat loaf. The brains are a particular delicacy to some people when served creamed or with scrambled eggs.

The heart, kidneys, liver, tongue and other beef specialties can all be prepared so that they will prove valuable items on the menu.

How to Test Pork

Pork is usually marketed at a uniform age so that very little difference between the quality of various cuts of meat will be apparent. Good pork should be of a grayish pink color, finely grained, firm to the touch and free from excessive moisture. The lean should be well marbled with firm fat that is free from stringiness. Pork has a variety of uses both fresh and cured and should be served often during the colder months.

CHART 1

Basic Tested Net Yield Chart on Chicken

UNCOOKED WEIGHT SCHEDULE

Weight at purchase	10 lbs. 6 oz.
Weight of feet	4¼ oz.
Weight of heads	6¼ oz.
Weight of hearts	½ oz.
Weight of livers	4 oz.
Weight of entrails	1 lb. 6 oz.
Weight of fat on entrails	13½ oz.
Weight of gizzards	3½ oz.
Weight of necks	6 oz.
Gross loss on trimming	3 lbs. 8½ oz.
Weight of giblets	14 oz.
Net loss on trimming	2 lbs. 10½ oz.
Net trimmed weight of fowls	7 lbs. 11½ oz.

COOKED WEIGHT SCHEDULE

Weight of fowls cooked	5 lbs. 12 oz.
Weight of light meat	1 lb. 4 oz.
Weight of dark meat	1 lb. 2 oz.
Weight of skin	1 lb. 3¾ oz.
Weight of bones	1 lb. 3¾ oz.
Weight of giblets	10 oz.
Weight of necks	4½ oz.
Net usable yield	4 lbs. 8¼ oz.
Loss on trimming	2 lbs. 10½ oz.
Loss on cooking	1 lb. 15½ oz.
Weight of bones	1 lb. 3¾ oz.
Total net loss on fowls	5 lbs. 13¾ oz.

MEAT COST SCHEDULE

Total cost of fowls	$2.91
Cost of fowls (per lb.)	.28*
Cost of cooked fowls (per lb.)	.51
Cost of white meat alone (per lb.)	2.33
Cost of dark meat alone (per lb.)	2.53
Cost of white and dark meat combined (per lb.)	1.23
Cost of white and dark meat **plus** skin (per lb.)	.80

CHART 2

Basic Tested Net Yield Chart on Turkey

UNCOOKED WEIGHT SCHEDULE

Weight at purchase	15 lbs. 8½ oz.
Weight of wing tips	2½ oz.
Weight of feet	9¼ oz.
Weight of head	10 oz.
Weight of heart	1¾ oz.
Weight of cleaned gizzard	6¾ oz.
Weight of entrails	1 lb. 4¾ oz.
Weight of neck	8 oz.
Weight of liver	5 oz.
Weight of fat on entrails	4¼ oz.
Net loss in trimming	3 lbs. 8½ oz.
Net weight of turkey for oven	12 lbs. 0 oz.

COOKED WEIGHT SCHEDULE

Weight of turkey after cooking	10 lbs. 12¾ oz.
Weight of light meat	3 lbs. 4½ oz.
Weight of dark meat	2 lbs. 3½ oz.
Weight of skin	1 lb. 8¼ oz.
Weight of giblets	7¾ oz.
Weight of neck	6½ oz.
Net usable yield	7 lbs. 14½ oz.
Net weight of bones	2 lbs. 12¾ oz.
Net loss in cooking	1 lb. 3¼ oz.
Total net loss on turkey	7 lbs. 10 oz.

MEAT COST SCHEDULE

Per pound cost of turkey	$0.36*
Total cost of turkey	5.58
Cost of cooked turkey (per lb.)	.52
Cost of light meat (per lb.)	1.70
Cost of dark meat (per lb.)	2.49
Cost of light and dark meat (per lb.)	1.01
Cost of light and dark meat **plus** skin (per lb.)	.80

*Prices paid based on national average as of December 1, 1941.

More Money with Mutton

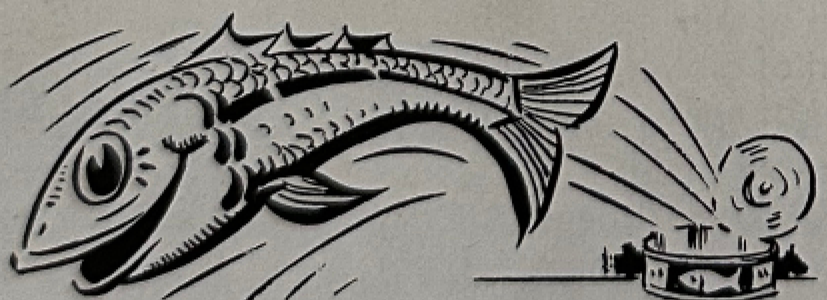
Good lamb is often hard to get, and it is safe to say that many managers serve mutton in the mistaken belief it is lamb. You will probably prefer mutton to lamb because of its stronger flavor, but, because lamb is always higher in price than mutton the manager should know the difference. Young lamb is pinkish red in color. The fat is clear, very white and extremely brittle. In lamb, the joints will be porous, moist and reddish. Mutton, or yearling lamb, the lean is a deeper red in color and the fat is darker and softer. The joints are hard and white. Lamb's hearts are much tenderer than beef hearts and make a good menu item while lamb's liver is so similar to calf's liver that many people cannot tell the difference. Because it sells for about half that of calf's liver, lamb's liver is a good item for the soda luncheonette.

How to Buy Veal

In buying veal you must be careful not to buy "bob veal," which is veal under six weeks old and considered unfit and dangerous for human consumption. The flesh of bob veal is moist and rather slimy to the touch, and the color is an off-white bordering on tan. No reputable butcher handles bob veal, but sometimes unscrupulous butchers sell it out at very low prices. Good veal is grayish-pink in color, the flesh is finely-grained, firm to the touch and has very little fat. The bones are porous, soft and reddish. There are many veal sundries that can be used on the fountain, such as sweetbreads, heart, tongue and kidneys.

Here's the True Fish Story

Fish is not used as much as it should be on most fountains, generally making its appearance around the beginning of Lent and then sporadically every Friday during the year. Fish is a healthful, economical item for use and it lends itself to a variety of purposes.



In buying canned fish, such as tuna, salmon, sardines, shrimp, lobster, you should use only the highest quality brands of known safety. The Federal Trade Commission has reported that many unknown brands are unsafe to use. They have found carp parading as salmon, crawfish tails being sold for lobster, and Japanese factory ships have been packing various inedible varieties of shrimps and selling them in the American market. In this case, it is a matter of the health of the patron to pay a little more for a known brand.

The purchase of fresh fish should not be a difficult matter for the intelligent manager. Certain characteristics of good and bad fish are so noticeable that no one could mistake them. Generally speaking, good fish will have the following attributes:

a. Color will be vivid and bright
b. Eyes clear and unwrinkled
c. Gills red
d. Scales adhere firmly
e. Very little odor
f. Entire body very stiff
g. Flesh firm to the touch, springs back when pressed
h. Very little slime on skin
i. Fish will sink in water

Bad fish that is unfit for consumption will be:

a. Strong and sour smelling
b. Loose scales
c. Eyes glazed and sunken
d. Flesh very flabby, stays depressed when touched
e. Skin slimy
f. Pallid color, spotted and bleached looking
g. Rigor mortis passed off leaving body limp
h. Fish floats in water

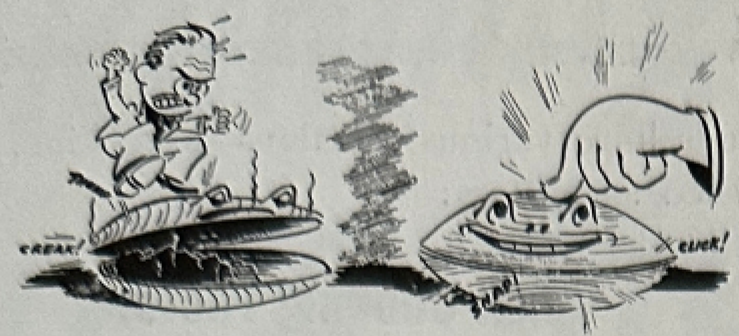
Count on Clams

Clams, oysters and scallops should be served more frequently on the average fountain, both because they are large-profit items and because they have a wide consumer-demand. When served properly they can be made so good that they develop a reputation for the fountain that features them. The Grand Central Oyster Bar in New York is known all over the civilized world for its oyster stew, and the Chesapeake House for its clams.

Part of this success, and it will be just as important to the soda luncheonette manager, is to get the best quality clams, oysters, etc. Clams are usually graded according to size. These are:

QUAHAUGS: Large, used for clam chowder and broth.
LONG: Smaller, used for frying, steaming, etc.
LITTLE NECK and CHERRY STONES: Served on the half-shell, raw. Take the place of oysters when these are not in season.

Clams can be tested by the following simple method: Touch the shell with your forefinger and if it does not close, the clam is dead and should be refused.


CREAK!
CLICK!

Originally, oysters were named for the locality in which they were found but the modern practice is to name certain sizes, irrespective of where they are found. The best known are Bluepoints which are about 3 to 4 inches long, 2½ inches wide, round in shape, with fairly smooth shells. Lynnhavens and Cotuits are rather larger than Bluepoints, have a rougher shell and are more angular in shape. Oysters are graded as follows:

Half-Shells: Smallest
Culls: Medium Size
Box: Largest

In shucked or shelled oysters the grades are: Standards, the smallest; Selects, medium; and Counts or Extra Selects are the largest.

Good scallops are reasonable in price, go a long way when cooked properly, have a delicate flavor and a wide appeal. The best scallops are small and pinkish-white in color. Large scallops are whiter and are often cut up into small pieces and sold for the better variety.

Be Sure Before You Buy!

When you contemplate buying the many items that are necessary on a luncheonette such as condiments, bread, pastry, eggs, milk, butter, cheese, meat products, cakes and the hundred and one other items, you will appreciate the impossibility of listing standards for every item. Generally speaking, in buying all these items you will save much trouble, assure yourself of better service and quality, and achieve the benefit of the lowest possible prices by buying only well-known brands of merchandise.

The larger companies will always be glad to give samples so that you can test the customer-reaction to the flavor.

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Meat Cuts and How to Cook Them

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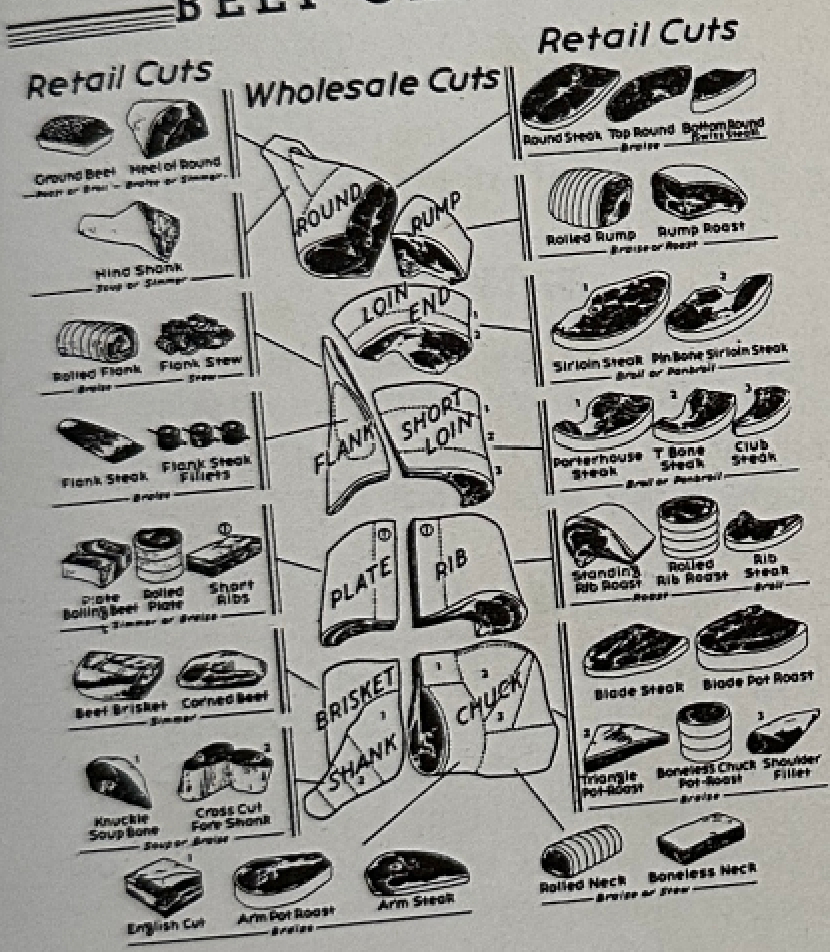
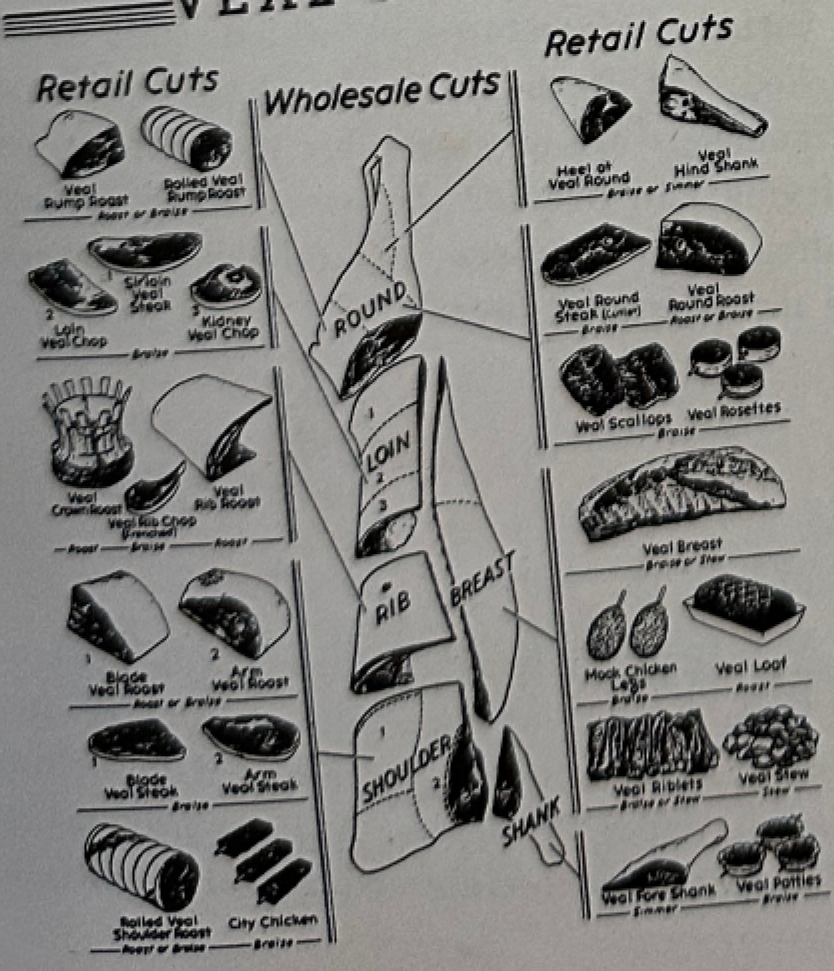
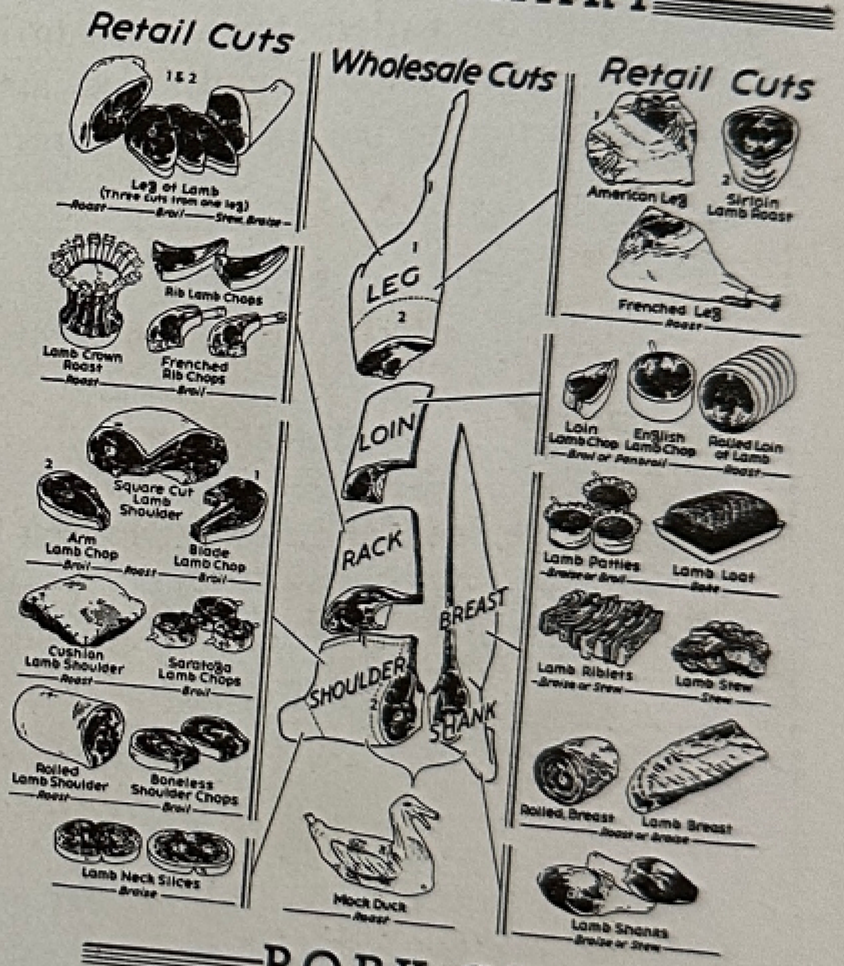
BEEF CHART


Retail Cuts
Wholesale Cuts
Retail Cuts
Ground Beef
Heel of Round
Roast or Broil – Braise or Simmer
Hind Shank
Soup or Simmer
Rolled Flank
Flank Stew
Braise
Stew
Flank Steak
Flank Steak Fillets
Braise
Plate Boiling Beef
Rolled Plate
Short Ribs
Simmer or Braise
Beef Brisket
Corned Beef
Simmer
Knuckle Soup Bone
Cross Cut Fore Shank
Soup or Braise
English Cut
Arm Pot Roast
Arm Steak
Braise
ROUND
RUMP
LOIN END
FLANK
SHORT LOIN
PLATE
RIB
BRISKET
SHANK
CHUCK
Round Steak
Top Round
Bottom Round
Swiss Steak
Braise
Rolled Rump
Rump Roast
Braise or Roast
Sirloin Steak
Pin Bone Sirloin Steak
Broil or Panbroil
Porterhouse Steak
T Bone Steak
Club Steak
Broil or Panbroil
Standing Rib Roast
Rolled Rib Roast
Rib Steak
Roast
Broil
Blade Steak
Blade Pot Roast
Triangle Pot-Roast
Boneless Chuck Pot-Roast
Shoulder Fillet
Braise
Rolled Neck
Boneless Neck
Braise or Stew

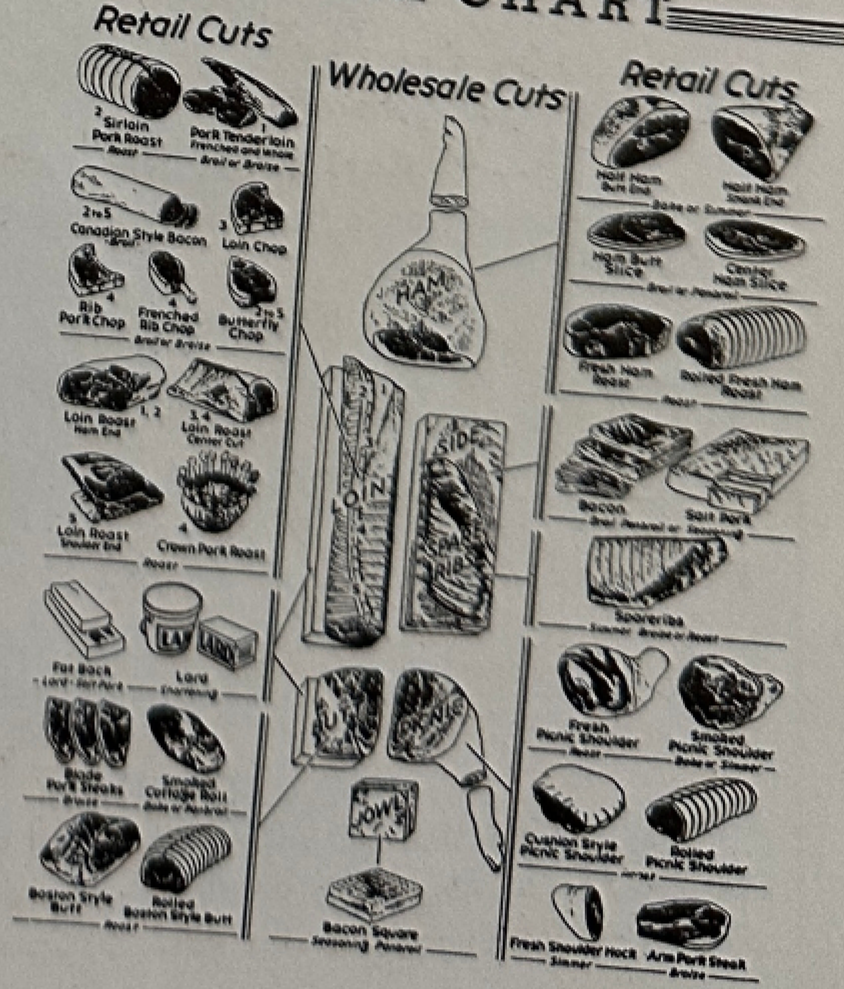
VEAL CHART


Retail Cuts
Wholesale Cuts
Retail Cuts
Veal Rump Roast
Rolled Veal Rump Roast
Roast or Braise
Sirloin Veal Steak
Loin Veal Chop
Kidney Veal Chop
Braise
Veal Crown Roast
Veal Rib Chop (Frenched)
Veal Rib Roast
Roast
Braise
Roast
Blade Veal Roast
Arm Veal Roast
Roast or Braise
Blade Veal Steak
Arm Veal Steak
Braise
Rolled Veal Shoulder Roast
City Chicken
Roast or Braise
Braise
ROUND
LOIN
RIB
BREAST
SHOULDER
SHANK
Heel of Veal Round
Veal Hind Shank
Braise or Simmer
Veal Round Steak (Cutlet)
Veal Round Roast
Braise
Roast or Braise
Veal Scallops
Veal Rosettes
Braise
Veal Breast
Braise or Stew
Mock Chicken Legs
Veal Loaf
Braise
Roast
Veal Riblets
Veal Stew
Braise or Stew
Stew
Veal Fore Shank
Veal Patties
Simmer
Braise

LAMB CHART


Retail Cuts
Wholesale Cuts
Retail Cuts
Leg of Lamb (Three cuts from one leg)
Roast
Broil
Stew, Braise
Rib Lamb Chops
Lamb Crown Roast
Frenched Rib Chops
Roast
Broil
Square Cut Lamb Shoulder
Arm Lamb Chop
Blade Lamb Chop
Broil
Roast
Broil
Cushion Lamb Shoulder
Saratoga Lamb Chops
Roast
Broil
Rolled Lamb Shoulder
Boneless Shoulder Chops
Roast
Broil
Lamb Neck Slices
Braise
LEG
LOIN
RACK
BREAST
SHOULDER
SHANK
Mock Duck
Roast
American Leg
Sirloin Lamb Roast
Frenched Leg
Roast
Loin Lamb Chop
English Lamb Chop
Rolled Loin of Lamb
Broil or Panbroil
Roast
Lamb Patties
Lamb Loaf
Braise or Broil
Bake
Lamb Riblets
Lamb Stew
Braise or Stew
Stew
Rolled Breast
Lamb Breast
Roast or Braise
Lamb Shanks
Braise or Stew

PORK CHART


Retail Cuts
Wholesale Cuts
Retail Cuts
Sirloin Pork Roast
Pork Tenderloin
Frenched and Whole
Roast
Broil or Braise
Canadian Style Bacon
Broil
Loin Chop
Rib Pork Chop
Frenched Rib Chop
Butterfly Chop
Broil or Braise
Loin Roast
Ham End
Loin Roast
Center Cut
Loin Roast
Shoulder End
Crown Pork Roast
Roast
Fat Back
Lard
Lard · Salt Pork
Shortening
Blade Pork Steaks
Smoked Cottage Roll
Braise
Bake or Panbroil
Boston Style Butt
Rolled Boston Style Butt
Roast
HAM
LOIN
SIDE
SPARE RIB
BUTT
PICNIC
JOWL
Bacon Square
Seasoning Panbroil
Half Ham Butt End
Half Ham Shank End
Bake or Simmer
Ham Butt Slice
Center Ham Slice
Broil or Panbroil
Fresh Ham Roast
Rolled Fresh Ham Roast
Roast
Bacon
Salt Pork
Broil, Panbroil or Seasoning
Spareribs
Simmer, Braise or Roast
Fresh Picnic Shoulder
Smoked Picnic Shoulder
Roast
Bake or Simmer
Cushion Style Picnic Shoulder
Rolled Picnic Shoulder
Roast
Fresh Shoulder Hock
Arm Pork Steak
Simmer
Braise

Food Preparation

The preparation of palatable, appealing and economical food for the luncheonette is a job requiring a certain manual technique, a wide knowledge of nutritional values and some training in the art of cooking. A great many fountain failures can be directly traced to the fact that the quality, balance and flavor of the food served was repugnant to the consuming public.

The purpose of this chapter is not to give short-cut lessons in cooking, but to list the modern developments in the preparation of various foods. If you are not trained in cooking, it will be profitable from several standpoints to hire a cook or chef of proved reputation. On many luncheonettes the colored cook also doubles in light porter duty such as washing dishes during the noon rush, mopping in the evening, etc.

The preparation of foods involves several operations. Simple as it seems, many managers are not thoroughly familiar with the various terms used to indicate methods of cooking. The most commonly used, and they will often impart distinction to the food menu, are:

BOILING

Cooking in water held at a temperature of 212° or more.

SIMMERING

Cooking in water or other liquid such as soup stock at a temperature lower than the boiling point. At simmering temperature bubbles will rise to the surface at regular intervals.

STEWING

This is cooking in a very small amount of boiling water.

STEAMING

Generally accomplished by regular equipment designed for this purpose.

BROILING

Cooking by direct heat, either gas, electricity or live coals. Used generally for meats.

PAN BROILING

This is cooking on a hot pan or griddle, using little or no grease.

BAKING

Also used for roasting, means cooking in a hot oven, such as baked potatoes or roast beef.

BRAISING

This is a combination of stewing and baking. Foods are cooked in oven in small amount of water.

FRYING

This is cooking in hot fat only. Foods fried in a pan are called SAUTED or PAN FRIED.

FRICASSEEING

This is a combination of sauteing and stewing, used chiefly for meats and poultry.

All foods have various reactions to cooking. These are briefly listed as follows:

Quick Cooking Facts:

STARCHES

Foods rich in starch contents, such as potatoes, beans, cereals, etc., require fairly long cooking in a moist atmosphere so that the cellulose which holds them together will soften, and also to reduce the starch to a readily assimilated form.

PROTEINS

Foods rich in proteins, such as fish, meat, eggs and cheese tend to harden and are not easily digested when subjected to very high temperatures. All protein foods should be cooked slowly at a low temperature. Most managers fry eggs, for example, over a quick, hot flame. They should be gently fried on a very low flame. The same applies to meats, particularly cheaper cuts that are not so tender.

FATS

Fat meats, such as bacon, butter, salad oils, etc., can stand a very high temperature in cooking. Because of the shrinkage of most fat foods, it is advisable to cook quickly over a hot flame.

MINERALS

These are present in most foods, sometimes in small quantities. Most managers lose these by throwing out the water in which vegetables, etc., have been cooked. Usually, this liquid residue is rich in mineral content. It should be saved to dilute commercial soups, for stews, gravies, etc.

There are varied temperatures at which most foods should be cooked, but it should be emphasized that at least two thermometers are necessary for the kitchen; one for deep-fat frying and one for the oven. Where a thermometer is already on the oven, the following temperatures indicate the degree of heat:

250-300°	slow.
300-350°	moderate.
350-400°	moderately hot
400-450°	hot.
450-500°	very hot.

A great many commercial manufacturers still insist on using the old "cup system" of measurement. This is often confusing to the manager who is accustomed to writing his formulas and recipes in ounces. A convenient list of the most widely used commodities with their cup-weight by ounces follows:

Running A Fountain Is A Merchandising Job!...

...AND ONLY HEINZ GIVES YOU THIS EASY 4-STEP PLAN THAT'S BUILDING EXTRA PROFITS FOR FOUNTAIN OWNERS EVERYWHERE ➡

HEINZ ATTRACTIVE UP-TO-THE-MINUTE FOOD SERVERS

10 Reasons Why You Should Serve Heinz Home-style Soups!

1 You add color and variety to your menus

2 You eliminate costly waste from leftovers

3 You increase à la carte sales

4 You simplify service and give sales help more time for other duties

5 You can serve hot soup at all hours

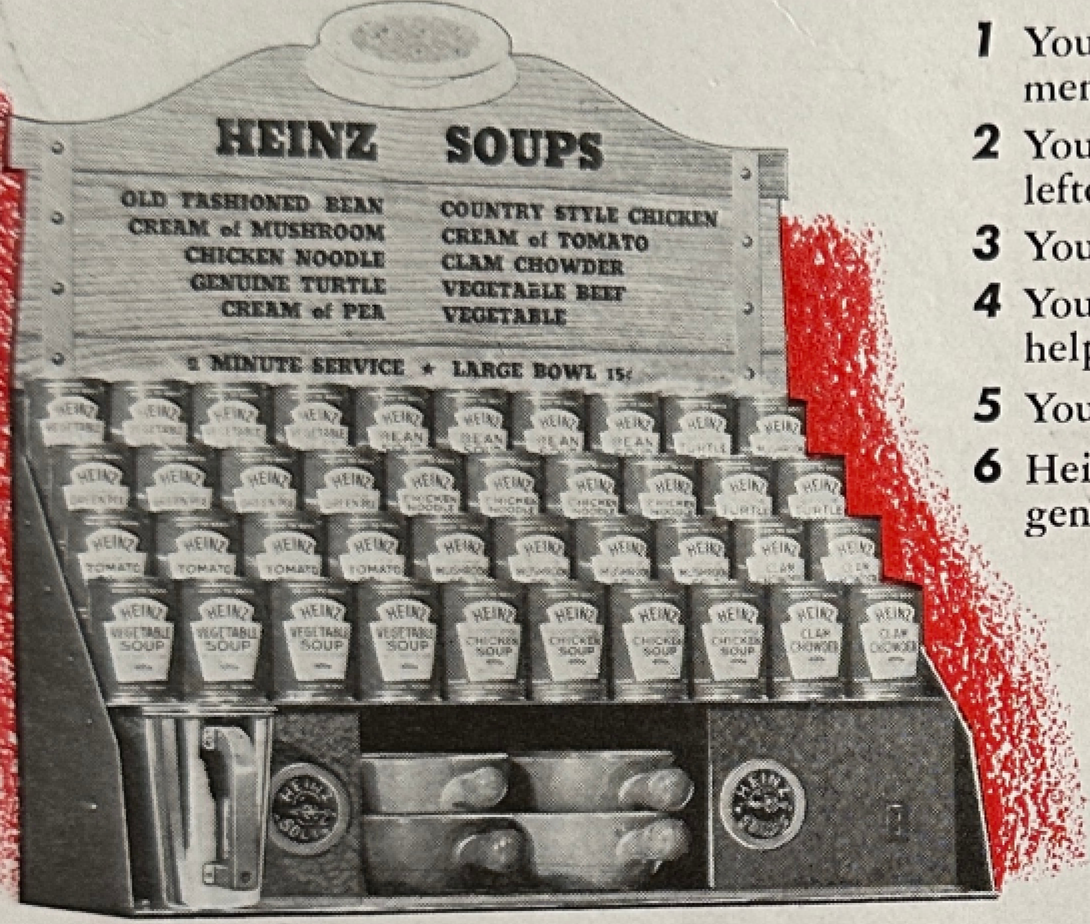
6 Heinz Soups take care of emergencies

7 Heinz Soups are of finest qualit —outstanding for 73 years

8 Every portion is uniform and fresh

9 You are assured substantial profits at popular prices

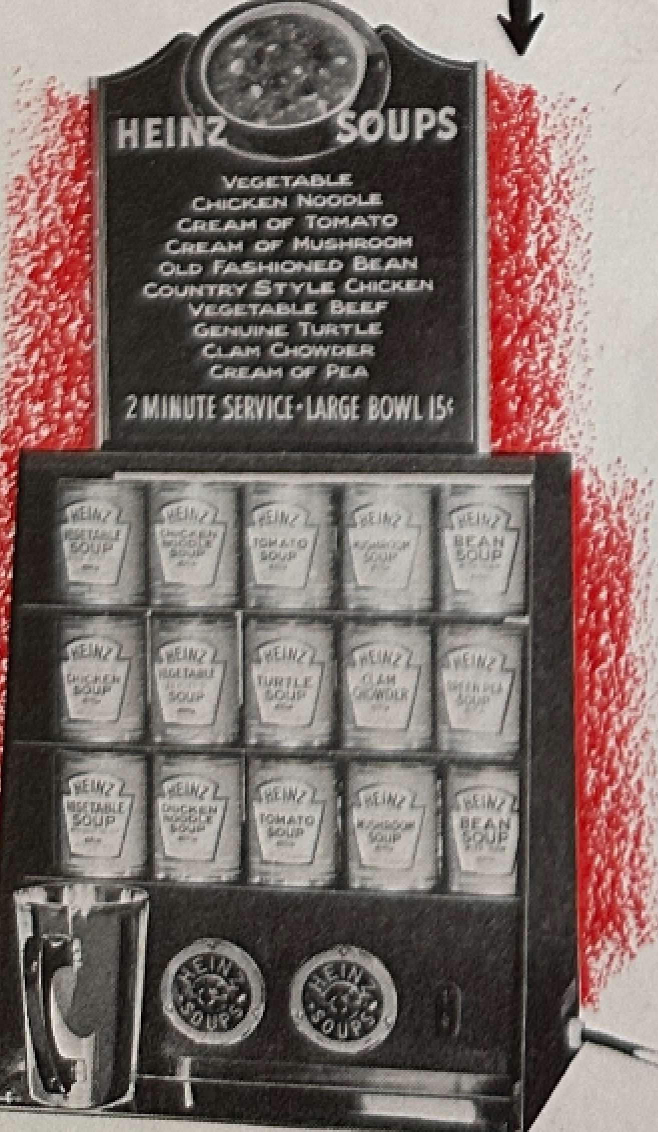
10 Heinz Soups are the largest-selling ready-to-serve soups in America


HEINZ SOUPS
OLD FASHIONED BEAN
CREAM of MUSHROOM
CHICKEN NOODLE
GENUINE TURTLE
CREAM of PEA
COUNTRY STYLE CHICKEN
CREAM of TOMATO
CLAM CHOWDER
VEGETABLE BEEF
VEGETABLE
2 MINUTE SERVICE ★ LARGE BOWL 15¢

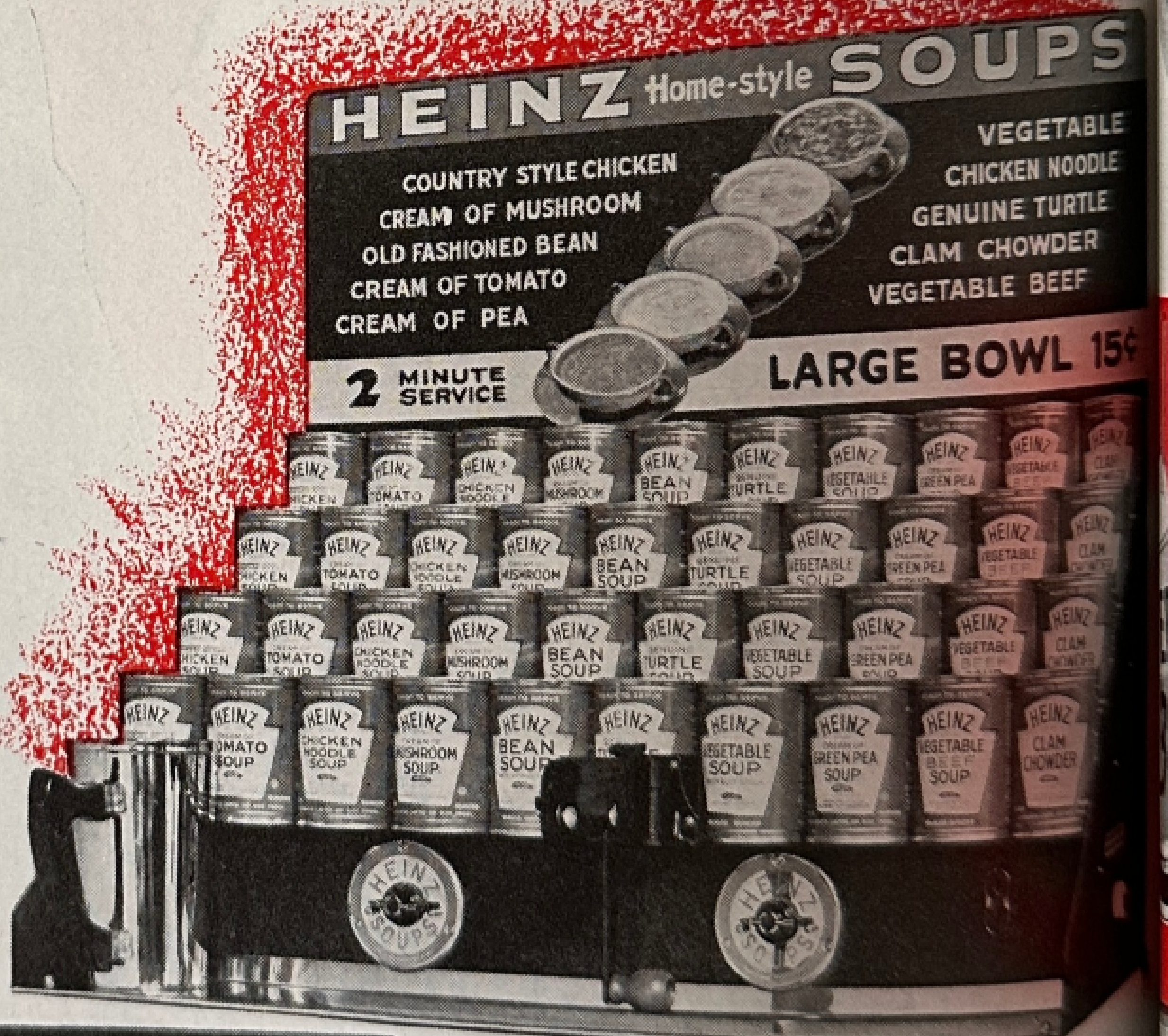
HEINZ COLONIAL SOUP KITCHEN ↑ with antique copper finish and genuine oak menu sign blends in well with all types of backbars. Equipped with one hot-cup (outlets for two)—two time switches—and compartment for soup bowls.

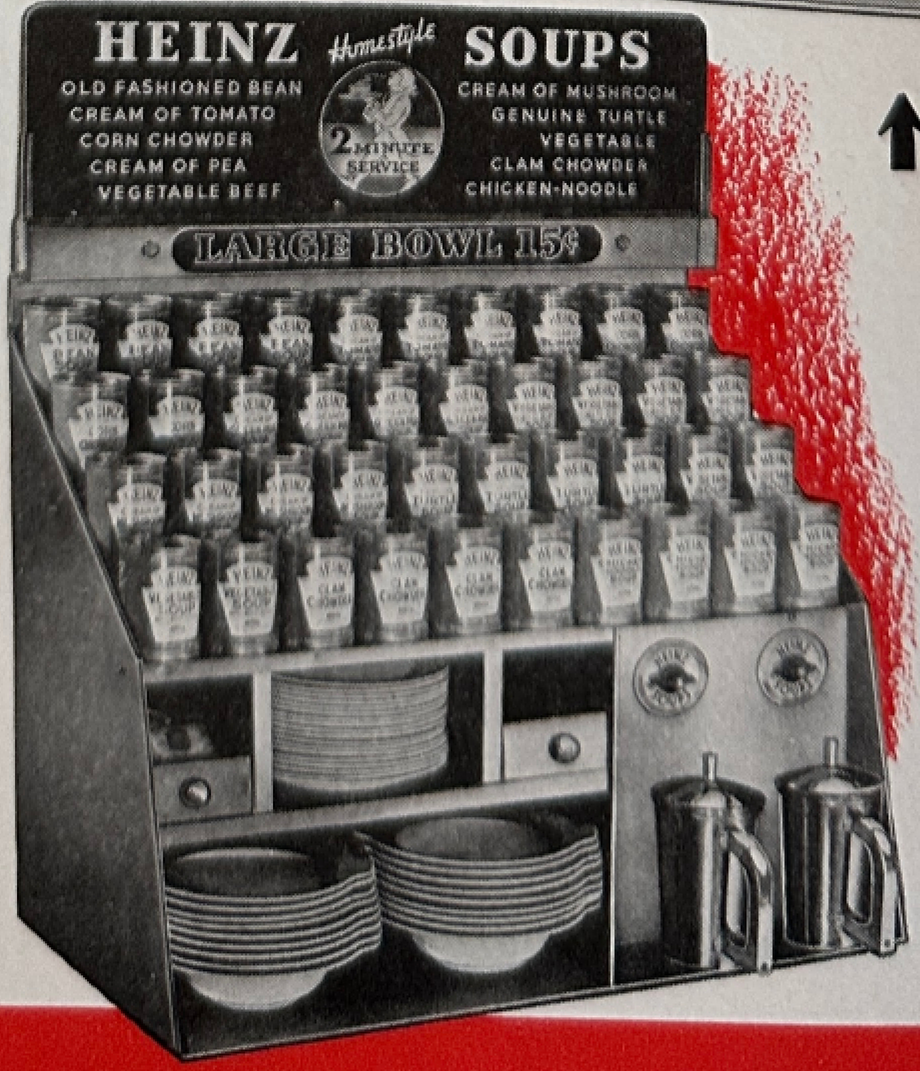
HEINZ COUNTER MODEL SOUP KITCHEN Where space is limited this smaller model fills the bill. Displays 15 varieties of Heinz Soups. Has outlets for two hot-cups (one-hot cup included). Attractive menu easel.

↓


HEINZ SOUPS
VEGETABLE
CHICKEN NOODLE
CREAM OF TOMATO
CREAM OF MUSHROOM
OLD FASHIONED BEAN
COUNTRY STYLE CHICKEN
VEGETABLE BEEF
GENUINE TURTLE
CLAM CHOWDER
CREAM OF PEA
2 MINUTE SERVICE-LARGE BOWL 15¢

There's A Heinz Soup Kitchen To Meet Every Space Requirement!


HEINZ Home-style SOUPS
COUNTRY STYLE CHICKEN
CREAM OF MUSHROOM
OLD FASHIONED BEAN
CREAM OF TOMATO
CREAM OF PEA
VEGETABLE
CHICKEN NOODLE
GENUINE TURTLE
CLAM CHOWDER
VEGETABLE BEEF
2 MINUTE SERVICE
LARGE BOWL 15¢


HEINZ Homestyle SOUPS
OLD FASHIONED BEAN
CREAM OF TOMATO
CORN CHOWDER
CREAM OF PEA
VEGETABLE BEEF
2 MINUTE SERVICE
CREAM OF MUSHROOM
GENUINE TURTLE
VEGETABLE
CLAM CHOWDER
CHICKEN-NOODLE
LARGE BOWL 15¢

↑ **HEINZ STANDARD SO KITCHEN.** Compact in desi Heinz standard model fits neatly backbar or counter. Displays 40 of Heinz Soups. Has outlets for hot-cups with timer switches. O hot-cup included with this unit.

HEINZ DELUXE SOU KITCHEN finished in beauti stainless steel. Its utility and ease operation have made it popular w users everywhere. Has compartme for crackers, plates, soup bowls a silver—two chrome-plated hot-cu with solid nickel inner shells—au matic time switches and beauti Edge-Brite electric sign.

←

TOP QUALITY FOODS PACKED IN INDIVIDUAL PORTIONS

Heinz Quickies—A Complete Line Of Ready Prepared Foods To Supplement Your Soup Kitchen

● Heinz makes it possible for you to feature a wide variety of everyday luncheon specials at popular prices—and *at a pre-determined profit!* Heinz Baked Beans, Cooked Spaghetti and Macaroni, Corned Beef Hash, Chow Mein and Chop Suey are packed in individual portions, ready to heat and serve in a jiffy. There are no leftovers . . . no minutes wasted during rush hours. See your Heinz man and lay in a supply of these popular, profit-building Heinz Foods.

SALES-COMPELLING HEINZ CONSUMER ADVERTISING

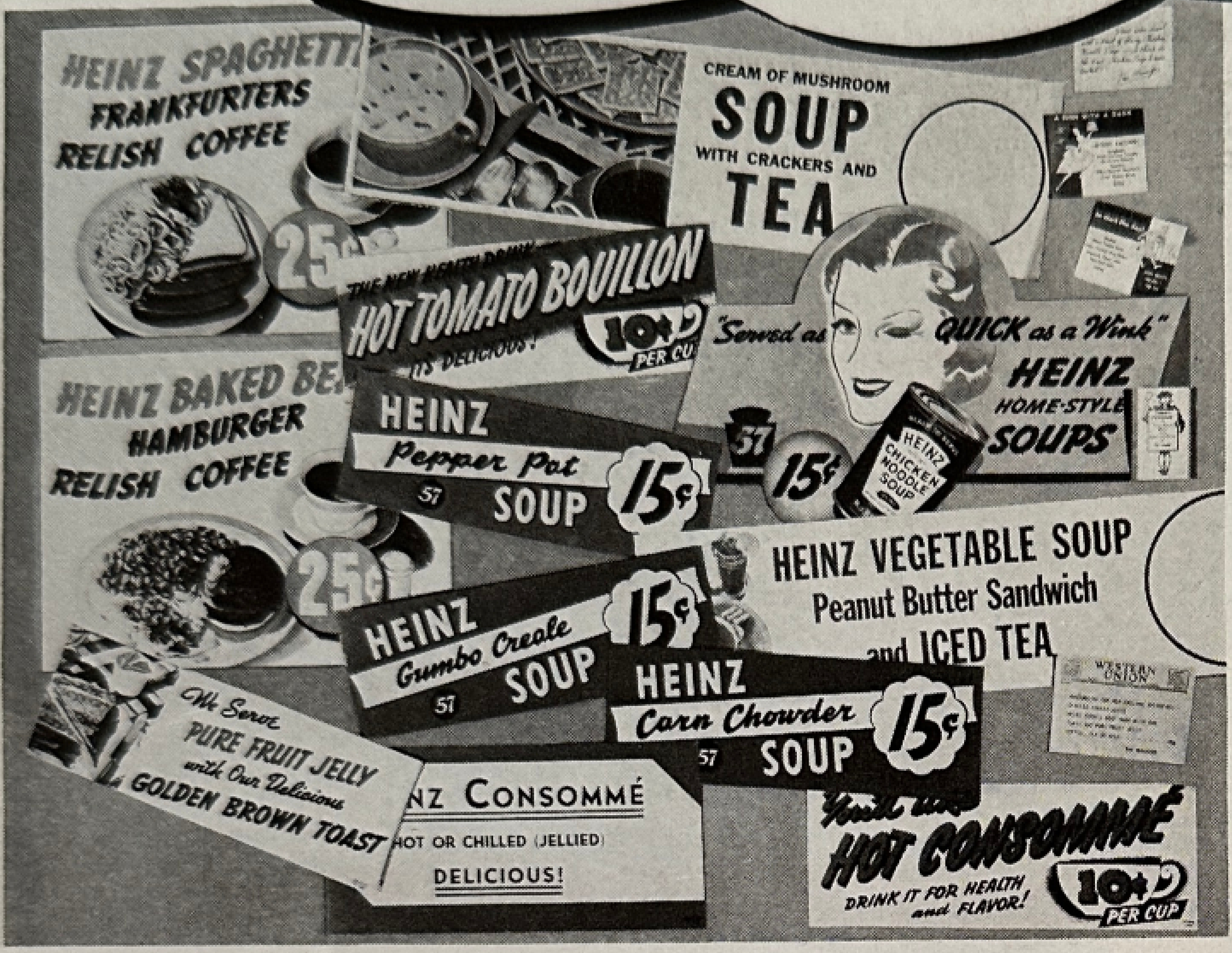
R SOUP IS READY-TO-SERVE!
folks now enjoy old-time home-style soups served just as they come from Heinz own kitchens!
HEINZ SOUPS
1 OPEN
2 HEAT
3 SERVE
PROPRIETORS—
HEINZ home-style SOUPS
HEINZ VEGETABLE SOUP
57
Collier's
READY TO SERVE!
THE AMERICAN SCENE...
57
57

Month After Month, Millions Of HEINZ ELECTRIC SOUP KITCHEN Ads Appear In Leading Magazines To Help You Build Bigger Soup Profits!

For over two years the Heinz Electric Soup Kitchen has been featured in factual, human interest advertisements appearing in *Time—Life—Newsweek—Saturday Evening Post* and *Collier's*. This consistent, dramatic campaign has produced real sales results for Soup Kitchen owners. For today, hundreds of thousands of busy Americans seek out eating places that feature two-minute service of their favorite Heinz Soup. And they eat there often!

No other manufacturer in the food field gives you this kind of powerful advertising support. Take advantage of it by adding Heinz Soups to your daily menu.

HARD-HITTING HEINZ POINT-OF-SALE MERCHANDISING MATERIAL


HEINZ SPAGHETTI
FRANKFURTERS
RELISH COFFEE
25¢
CREAM OF MUSHROOM
SOUP
WITH CRACKERS AND
TEA
THE NEW HEALTH DRINK
HOT TOMATO BOUILLON
IT'S DELICIOUS!
10¢ PER CUP
HEINZ BAKED BEANS
HAMBURGER
RELISH COFFEE
25¢
"Served as QUICK as a Wink"
HEINZ
HOME-STYLE
SOUPS
HEINZ
Pepper Pot
57 SOUP
15¢
15¢
HEINZ CHICKEN NOODLE SOUP
HEINZ VEGETABLE SOUP
Peanut Butter Sandwich
and ICED TEA
HEINZ
Gumbo Creole
57 SOUP
15¢
HEINZ
Corn Chowder
57 SOUP
15¢
WESTERN UNION
We Serve
PURE FRUIT JELLY
with Our Delicious
GOLDEN BROWN TOAST
NZ CONSOMMÉ
HOT OR CHILLED (JELLIED)
DELICIOUS!
HOT CONSOMMÉ
DRINK IT FOR HEALTH and FLAVOR!
10¢ PER CUP

Ties In With National Advertisin
And Does A Bang-Up Sales Job!

- Heinz point-of-sale display materia is designed to help you build volum sales. Attractive displays—catchy back bar strips—clean, attractive menus- and menu tip-ons all combine to do a outstanding selling job on your patrons All Heinz merchandising helps ar available free of charge and tie you fountain in with the big Heinz nationa advertising campaign. Let your Hein man show you how to put this hard hitting material to work and watch i ring up sale after sale.

HEINZ SCORES AGAIN FOR FOUNTAIN OPERATORS

HEINZ
ESTD 1869
CHOCOLATE
SYRUP
SUGAR, COCOA, CORN SYRUP, SALT, AND SUFFICIENT WATER TO PROPERLY PREPARE
HEINZ
57 VARIETIES
MANUFACTURED IN U.S.A. BY H.J.HEINZ CO., PITTSBURGH, PA.
REG. U.S. PAT. OFF.
57

Introduces NEW CHOCOLATE SYRU
To Help You Build Profitable Sales

Fountain operators everywhere are cheerin a new member of the famous "57" family - HEINZ CHOCOLATE SYRUP.

As you know, chocolate is America's favori flavor. You serve more chocolate at your foun tain than all other syrups combined. There fore, the chocolate you serve is importan Every time you make a chocolate sundae . . soda . . . milkshake . . . you have a chanc to build reputation. And the chocolate yo use has a lot to do with whether that rep tation is good or bad.

Heinz chocolate is better tasting . . . mee the public's demand for a "not too swee chocolate . . . hits its flavor peak when us in sundaes, sodas and milkshakes. And i backed by H. J. Heinz Company's 73-ye record for quality.

Taste Heinz Chocolate Syrup and you'll for yourself why so many fountain operat have switched to this delicious brand!

COMMODITY	Number of cups	WEIGHT (in ounces)
Liquids	2	16
Granulated sugar	2	16
Brown sugar	2¾	16
Confectioners sugar	3½	16
White flour	4	16
Graham flour	4½	16
Salt	2	16
Rice	2	16
Ground coffee	4½	16
Egg whites	1	8
Chopped meat	2	16

(Continued from page 92)

In addition we find it takes the juice of four to five medium lemons to make 1 cup (8 oz.) juice, and that 1 lb. of raw meat will make approx. 3 cups of cooked meat, when diced. ⅓ of a cup of finely chopped nut meats for sundae toppings, etc., will weigh about 1 ounce; it takes 4 tablespoons of cocoa to make 1 ounce and eggs weigh from 28 to 30 ounces per dozen.

★

There are a few little-known items that should be part of every soda luncheonette's stock. These are:

Angelica: This is the candied leaf stalk of an aromatic plant, used both for garnish, decorating and for menu distinction.

Capers: Small buds of caper plant, dried and pickled. Very good for use in special salad dressings and sauces for fish, etc.

Chili Powder: Good chili con carne finds ready sale on most fountains and a good chili powder should be used.

Curry Powder: An East Indian condiment used for making Pilau's, curried chicken and other distinctive dishes that will add to the prestige of the fountain.

Kitchen Bouquet: A commercially prepared spiced sauce sold under a variety of names. Use in small quantities for its piquant flavor and rich color.

Soy Sauce: Using good soy sauce, the average manager can feature Chop Suey, Chow Mein and other items at least twice a week.

Tabasco Sauce: A very hot sauce used in making various appetizers, etc.

Worcestershire Sauce: A commercially prepared sauce sold under a variety of names, used for seasoning of steaks, chops, stews, gravies and soups.

How to Cook Rice

In cooking various foods, certain standards must be rigidly observed. In rice for example, and it is rare that one finds good rice in a luncheonette with every fluffy kernel standing out proudly by itself; the water must be boiling briskly. Use at least three quarts of water for every cup of rice, adding a teaspoon of salt for each quart of water. Boil the rice for at least twenty minutes, or until tender, and then drain in a colander and rinse thoroughly with cold water. Put the rice in a warm oven to dry out.

Fish Facts

Fish, when properly prepared, is an inexpensive, profitable item for fountain use. Fish are divided into separate classes, i.e., lean, dry-meated such as haddock, cod, halibut, etc., and the fat fish such as mackerel, salmon, bluefish and shad. A great many appealing dishes can be made from smoked and salted fish such as finnan haddie. These should be soaked in clear water for at least 24 hours before using.

Many managers prefer to serve boned fish. The procedure for this is simple. Run a sharp knife close to the backbone and ribs beginning at the tail. Remove all the flesh from each side in a single piece. If any smaller bones remain, they can be removed with the fingers.

Three Uses for Your Knife

Meat should always be sliced *against* the grain, slicing with the grain renders it tough. In preparing poultry the gizzard, heart and liver, known as the "giblets" should be used for making "giblet gravy." For broiling purposes, the bird should be split with a sharp knife along the backbone. Remove this bone and lay the carcass open, pressing the breastbone flat until it cracks. Remove the rib bones and cut all the tendons.

Vegetable Preparation

In cooking any vegetable the general rule is: Use as little water as possible! This has two advantages. First, the vegetable cooks in its own juices and thus retains its flavor, and, second, many of the minerals are retained by the vegetable. Some chefs advocate the use of baking soda in the water in which vegetables are cooked because it brings out their color. Unfortunately, in doing this it destroys much of the flavor and also makes for a very artificial appearance of the vegetables.

Wash Your Vegetables Well

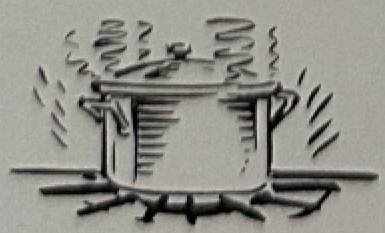
Needless to say, vegetables should be washed and scrubbed thoroughly. Any danger from infection by the poisonous sprays sometimes used to combat insects should be overcome by scrubbing the vegetables in a water containing a small amount of baking soda. The time preparing peas will be lessened if they are cooked right in their pods. Placed in furiously boiling water, the pods will burst open when the peas are done and sink to the bottom. The peas can be scooped out with a strainer.

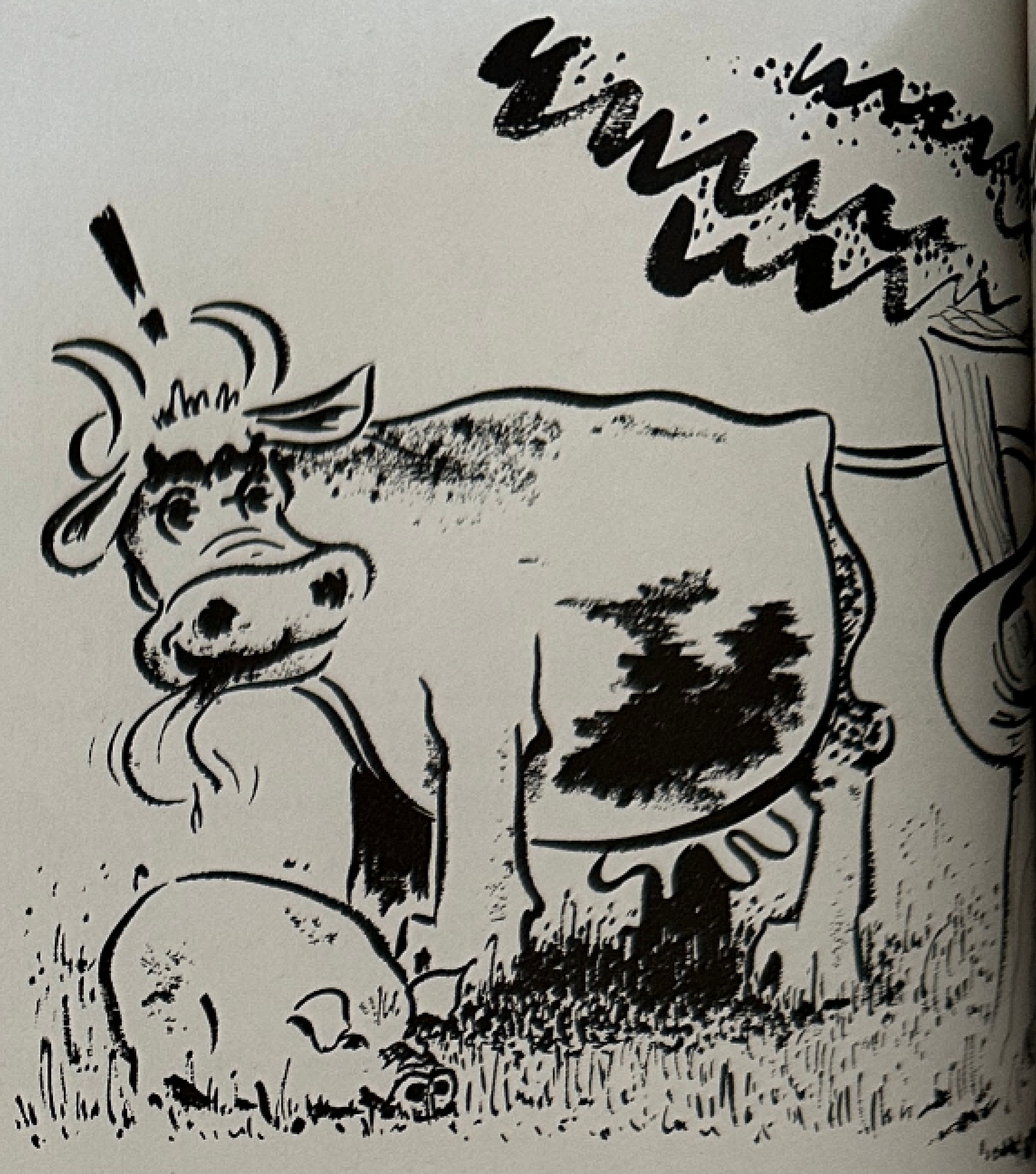
All vegetables should be prepared the night before the day they are to be served, usually by the night crew, and should be stored in cold water in the ice box. This will save time during daytime rush hours and leave the cook free to develop business-building dishes.

The majority of managers report that it is false economy to try to make soups for the average fountain. There are two reasons for this, first, the quality will not be as high as the commercial brand and, many times, the cost will be higher. With the exception of chicken soup, the modern manager will serve the well-known brands that are packaged for fountain service.

The excess bones of meat and roasts, chicken, etc., together with the water in which vegetables have been cooked, should be preserved to make "stock." This stock can be used to flavor gravies, stews and sauces, and can be used to dilute commercial soups in lieu of plain water.

Bovril, Oxo, Beef Bouillon Cubes and similar products should be on every fountain, both for *gravy flavoring* and also as a quick-preparation method of serving delicious hot drinks on cold days.





Broil Your Meats

Because meat is a valuable source of protein, and because it has a flavor-appeal that is universal, it is the basis of most meals. Customer demand makes it imperative that every luncheonette serve one or more meat entrees daily. This is simplified by the installation of an efficient counter broiler which makes it possible for the manager to serve many meat items. The use of this type broiler has several advantages, among them being ease in preparation of meat items, use of cheaper cuts of meat and the cooking of several items simultaneously.

VARIOUS BEEF CUTS AND

CUT	SUGGESTED USE
Oxtail	Soup, stew, braised.
Brisket and Plate	Corned beef, boiling beef, stews, etc.
Chuck	Roasts, pot-roasts, steaks, stews, etc.
Rib	Very expensive for fountain use.
Round	Bottom round is less expensive than top round. Can be used for steaks, roasts, Swiss steak, etc.
Rump	Steaks, roasts, pot-roasts.

Meats...

For Greater Luncheon Checks Feature Meals with Meat

Every luncheonette should stock a few steaks and chops which can be used for a la carte orders during late evening periods, and also for mixed grills, London broils, etc. In dealing with meats, ease in referring to various divisions has been accomplished by listing the most widely used meats in order together with uses, temperatures, etc.

Roast beef is probably a universal favorite. In using beef for roasting purposes it is advisable to use the less expensive cuts. Rib roasts, for example, are much too high in price for fountain use. Chuck, bottom round and rump cuts all make acceptable roasts and are cheaper to use.

As can be seen, each cut of beef has certain uses. It is possible to increase profits in using all meats by studying the various cuts for their possible uses. Unless the manager knows the purpose for which each cut of meat is to be used he is buying more or less in the dark. The highest quality meat can be bought and yet the meat budget decreased by using each cut for a specific purpose.

Every Meat Organ Can Be Used

The various organs, etc., that are called by the name of Specialties can also aid in developing distinctive menus within rigid food-cost limits. Some beef specialties and their suggested uses follow:

THEIR SUGGESTED USES FOLLOW:

CUT	SUGGESTED USE
Flank	Hamburger, stews, boiled beef.
Short Ribs	Stews, braised beef.
Fore & Hind Shank	Soups, stews, hamburger.
Short Loin	Expensive porterhouse, T-bone steaks.
Loin End	Expensive sirloin steaks.
Neck	Soups, stews, hamburger.

Beef Specialties

ORGAN	SUGGESTED USES
Tripe	Must be washed well. Can be served pickled, in Philadelphia Pepper Pot, creamed, boiled, etc.
Liver	In loaf, chopped in salads, baked and fried or broiled.
Heart	Braised, stewed, baked with stuffing.
Kidneys	Broiled, fried or in steak and kidney pie.
Tongue	Smoked, pickled, boiled, etc.
Brains	Creamed, cutlets, scrambled with eggs.

TIME-TABLE FOR COOKING BEEF

Cut	Broiled Medium-done	Roasted in 300° F. Oven	Braised	Cooked in Water
Ribs (Standing)				
Rare		18-20 min. per pound or to internal temperature of 140° F.		
Medium		22-25 min. per pound or to internal temperature of 160° F.		
Well-done		27-30 min. per pound or to internal temperature of 170° F.		
Top Round				
Medium		20-25 min. per pound.		
Well-done		30-35 min. per pound.		
Rump		30-35 min. per pound.	3-3½ hrs.	3-3½ hrs.
Chuck		30 min. per pound.	3-3½ hrs.	3-3½ hrs.
Tenderloin	15-20 min.	45 min.-1 hr.	45 min.-1 hr.	
Steaks				
1 in.	12-15 min.			
1½ in.	20-25 min.	(For rolled roasts, add 10-15 min. more for each pound.)		
2 in.	30-35 min.			
Swiss Steak			1-1½ hrs.	
Stew				2-2½ hrs.
Corned Beef				40 min.-1 hr. per pound.

← While this chart will act as a guide, practical experience in cooking behind the fountain or in the kitchen will develop variations that can be noted by the manager. However, these charts should be used as standard for all employees, and in hiring a chef or cook it must be impressed on the employee that deviation from these standards may cause dissatisfaction among your patronage.

Individual **Beef Stew**

INGREDIENTS

6 lbs. beef cut in pieces	5½ tablespoons Worcestershire sauce
3 small onions	12-18 cups water
18 carrots, diced	18-24 tablespoons flour
12 potatoes, diced	
Salt and pepper	12 tablespoons fat

Serve in individual Ramekins

Pork—A Practical Profit-maker

Next in importance to beef is pork. Pork must be cooked much longer than beef and sufficient time should be allowed for this when scheduling this item for the menu. The time table for cooking pork which follows has been scientifically developed and should be helpful. In cooking smoked pork as well as all other smoked meats, allowance should be made for shrinkage during parboiling when cost-figures are estimated.

Pork falls into a very small number of cuts that are so well known, little would be served by listing them here. However, the pork specialties give a large scope to the initiative of the manager in devising inexpensive menu items. A list of these with their suggested uses follows:

Pork Specialties

ORGAN	SUGGESTED USE
Lungs	Braised, en casserole
Ears	Stewed with vegetables
Heart	Braised or baked
Liver	In loaf or chopped in salads
Tails	Stewed with vegetables
Tongue	Braised, boiled, etc.
Feet	Pickled
Brains	Fried, scrambled

TIME-TABLE FOR COOKING PORK

Cut	Broiled	Roasted at 300°- 350° F.	Braised	Cooked in Water
Bacon	3-5 min. (Panbroiled)			
Salt Pork				
Sliced	3-5 min.			
Lg. piece				1½-2 hours.
Ham (smoked)				
Thin slice	10 min.			
½ inch	20 min.			
1 inch	30 min.			
Whole		25 min. per pound or to 160° F. internal temperature.		25 min. per pound.
Half		30 min. per pound or to 160° F. internal temperature.		30 min. per pound.
Shoulder (cured)		30-35 min. per pound or to internal temperature of 170° F.		45-50 min. per pound.
Ham (fresh)		40 min. per pound or to 185° F. internal temperature.		
Loin		30 min. per pound or to 185° F. internal temperature.		
Stuffed shoulder		35-40 min. per pound		
Steak			50 min.	
Chops				
Single			20 min.	
Double			30-40 min.	
Spare ribs		1½ hours.	1 hr.	1½ hours.
Tenderloin		1 hour.	20 min. (slices)	
Suckling Pig		3½-4 hours.		

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In addition, such specialties as scrapple, head cheese, fried salt pork and others can all be used on the luncheonette; and if the time is taken to create an appetizing item from various combinations of these foods, many additional pennies will find their way to your cash register.

★

Let Lamb Lead the Luncheon

Lamb has a tender, succulent flavor that makes it a favorite among most people. Roast leg of lamb is the item found served on the majority of fountains, but a little imagination will allow the manager to serve other lamb dishes that will avoid the constant monotony found in most luncheonette menus. Lamb falls into a very few divisions as to cut, but the following suggestions are made with the thought that they may be of assistance in aiding you in the preparation of a tempting menu.

CUT	SUGGESTED USE
Leg	Commonly used for roasts. Many managers prefer shoulder for roasts, due to its lower price.
Loin	Loin chops, and crown roast made from the loin are too expensive for average fountain use. Shoulder chops and roasts allow large portions at less cost.
Rack	Many managers buy a rack and have chops cut off, using the remainder for roasting purposes.
Shoulder	For use as roast and chops.
Breast	Boned and rolled for roast, stuffed, stews, etc.

★

Lamb specialties are a great source of profit to the manager who uses them. As indicated in the chapter on food purchasing, lamb's liver can be substituted for calf's liver with no diminution of flavor quality. Lamb's hearts, served stuffed and one per portion make an unusual entree for luncheon or dinner. Lamb's kidneys should be used for mixed grills and the popular London Broil. The organs of lamb are tender, succulent and have no customer-resistance among the eating public. The time-table for cooking lamb which follows indicates the best methods of cooking lamb, both from a viewpoint of customer satisfaction and gross profits to the manager.

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TIME-TABLE FOR COOKING LAMB

Cut	Broiled	Roasted at 300o F.	Braised	Cooked in Water
Leg, breast, shoulder, loin, rack, crown roast		30-35 min. per pound or to internal temperature of 175°-182° F. Allow 10, min. more per pound for boned cuts.	Lamb is seldom cooked by braising.	Lamb is not cooked in water.
Lamb Stew				1½ hrs.
Stuffed Breast		1½-1¾ hours.	1½-1¾ hrs.	
Stuffed Shoulder		2½-3 hours.		
Chops				
¾ inch thick	10-12 min.			
1½-2 inches thick	25-30 min.			
Neck			1-1½ hrs.	

Veal for Variety

It is a constant source of wonder to many of us why more veal is not listed on more luncheonette menus. Veal is a delicious, inexpensive meat that has great possibilities and wide customer appeal. In fact, it is the practice of many managers to use veal almost exclusively during the periods when other meats are very expensive. Even the expensive rump cut can be used to good advantage with correspondingly greater profits than those made by using less expensive cuts of other meats. The various cuts and uses possible with veal are: →

CUT	SUGGESTED USE
Leg	Boned and tied, plain roast, cutlets, veal birds, etc.
Rump	Delicious roast.
Loin	Chops, roast, kidney chops.
Rib	Chops and roast.
Breast	Stews, stuffed roast.
Shoulder	Roast, chops, pot-roast.
Shank	Stew, pressed veal, loaf, etc.
Flank	Same as above.

Variations of Veal

The various veal organs can be prepared in much the same way as those of other animals. Veal gives us the delicious sweetbreads . . . these are the thymus glands . . . that have become synonymous with good eating everywhere. In cooking veal, sufficient time must be allowed for the meat to cook thoroughly, and it cannot stand too-dry heat, requiring continuous basting, etc., if the flavor is not to be impaired.

TIME-TABLE FOR COOKING VEAL

Cut	Broiled	Roasted in 300° F. Oven	Braised	Cooked in Water
Leg	Veal does not have enough fat to be pan-broiled. If broiled, it must be broiled at a very low temperature. Braising is a more satisfactory way to cook veal.	25-30 min. per pound or to internal temperature of 170° F.	40-45 min. per pound.	Veal is cooked in water only as a means of changing the connective tissue to gelatin for jellied veal or to extract the flavor for broth.
Loin		Same as leg.		
Rib		Same as leg.		
Shoulder		Same as leg.		
Cutlets			40-50 min.	
Chops			45 min.	
Shanks				2½-3 hrs.
Breast		Stuffed—25-30 min. per pound.	1¾-2 hrs.	

GOOD GRAVY! . . . Here's how to make it

Every roast meat should be accompanied by a gravy that will add to the flavor of the various vegetables served with it. I have not yet encountered a prepared gravy that had sufficient flavor, quality or distinction to be suitable for fountain use. The making of good gravy is quite an art, but one that can be learned; and it will be well worth the time and effort to make your own. A basic formula for making good gravy from any meat follows:

METHOD: Pour off carefully all but 3 or 4 tablespoons fat from the pan in which meat has been cooked. Add four tablespoons flour to fat in pan and blend thoroughly. Add gradually two cups boiling water, stirring constantly, and cook until thickened. This can be increased by leaving more fat in pan, adding more flour and water. Seasoning should be to taste. Follow these instructions accurately.

Some Stuff on Stuffing

Many meats lend themselves to stuffing. A basic formula for good stuffing, which incidentally, will help solve the problem of utilizing bread heels, etc., follows. We suggest you try it for its *flavor*, as well as its utility.

Bread Stuffing

3 quarts stale bread crumbs
6 teaspoons salt
2 tablespoons sage
2 tablespoons chopped celery
¼ teaspoon pepper
¾ cups margarine
½ cup chopped onions
2 tablespoons parsley

Method: Combine crumbs, salt, sage, celery, parsley and pepper. Meanwhile melt margarine, add onion and simmer gently until tender. Then add seasoned bread crumbs and stir until crumbs are brown. This can be increased by using more of each ingredient.

File and Don't Forget

To insure standard flavor in all cooked meat items, you should maintain a recipe or formula file. Every item, with a list of ingredients, method of making, original cost, etc., should be listed. This file should be amended constantly and unpopular items should be dropped, while more popular and newer items should be added. The use of such a file will make you less dependent on personal idiosyncrasies of any chef or cook, and will make for standardization in all menu items.

It is obviously impossible to include recipes in a work of this nature. Every manager should have several late cook books adapted to institution cooking in his library, and constant study at public libraries will be found helpful in designing new dishes. Probably the best way is to visit other institutions such as cafeterias, restaurants, hotels, hospitals, etc., and adapt their dishes to your own needs. This is vitally important if the soda luncheonette is to develop a reputation for good food, served well, cooked deliciously, in a wide variety of items.

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A typical recipe-form from my own files may be helpful in aiding you design forms of your own. It follows:

BEEF A LA MODE

12½ lbs. bottom round
1 quart chopped raw carrots
½ cup chopped peppers
1 quart canned tomatoes
¼ lb. chopped onions
3 quarts water
½ cup flour
2 teaspoons salt

Method: Place meat in roasting pan in hot oven until seared. When well-seared, cover with the water and cook in medium oven from four to five hours. About 1½ hours before serving, add chopped carrots, peppers, onions, tomatoes and salt. Cook until all are tender. Immediately before placing in steam-table, thicken with the flour mixed to a smooth paste with water. Serve vegetables and meat together.

Servings **50**

Let's Talk Turkey on Fowl

Poultry usually comes under the meat classification in most luncheonettes. For all practical purposes, roast chicken or turkey is too expensive for fountain use unless the per-pound price is exceptionally low. When fowls are boiled they lend themselves to a wide variety of uses. These include chicken pot pie, chicken fricassee, chicken giblets with rice; creamed chicken with biscuits, on toast, in timbales, in chow mein; a la King; croquettes; hot chicken sandwich, and various club sandwiches.

Chicken salad using dark meat will sell for less money and often sell less readily than chicken salad made from breast of chicken. Not only does this command a higher price but it has tremendous prestige-value.

In addition, the stock in which chicken has been cooked can be used for chicken pies, with creamed chicken, chicken gravies, etc. Every part of the chicken should be used.

Naturally, the variety of chicken servings is much larger, but tested experience has shown that many of these are not adaptable for fountain service. The manager who serves broiled chicken, chicken Maryland, Southern Fried Chicken, etc., is experimenting with loss-items that may prove disastrous to profits.

And this, it seems to me, is something that must be constantly borne in mind. Some writers have advocated the serving of items that are found in great restaurants and exclusive hotels with no thought of their adaptability to fountain service. This is a mistake that has cost many operators a great deal of money. The best thought is for us to realize that the luncheonette has certain limitations, but overcome these by the use of unusual items, better cooking of the items we do serve, superior service and the widest possible variety within certain limits.

Fish

A chapter devoted exclusively to fish finds its place in a book of this type for two reasons. First, use of fish seems restricted on most luncheonettes to certain days or seasons and to certain types of fish dishes. This shows that most luncheonettes are not taking advantage of the public demand for fish and the immense possibilities for profit in serving fish. Second, fish readily lends itself to the limitations imposed by soda luncheonette equipment and it can be prepared easily, quickly and cheaply, without the installation of new or special equipment.

Successful Sauces

The success of any fish dish may depend, according to the type fish and its method of preparation; on the sauces with which it is served. Fish is a food that demands some garnishing and these garnishes can be used to add variety, appeal and color to the completed item.

Fish Garnishes Easy to Make

With the exception of the various sauces served with fish, the most practical garnishes for fountain use are:

a. Small quantity of shoestring potatoes
b. Cucumber baskets filled with dressing
c. Parsley
d. Watercress
e. Lettuce and tomato
f. Lemon in various designs
g. Dill pickles
h. Green pepper rings
i. Pickled beets cut in fancy shapes
j. Crisp bacon for varieties lacking fat.
k. Slice of hard-cooked eggs.
l. Pimento

These garnishes are naturally served with cooked fish that is unaccompanied by any sauce. For fish which require a sauce, we recommend one of the following:

Basic Cream Sauce (white sauce)

1 cup margarine — 1 cup flour — 2 quarts milk

Method: Melt margarine, blend flour with it to make smooth paste. Heat milk and add it gradually, blending thoroughly after each addition. When all milk has been added cook until thickened, stirring constantly. Continue to cook for 15 minutes, stirring occasionally. It is advisable to use double boiler. Season to taste.

Servings 30

Variations of this sauce are: with hard-cooked chopped egg; mushrooms; pimento; and chestnuts. This base can be used to make a simple tomato sauce by adding 1 teaspoon of baking soda and two cans tomato soup.

In addition, this white sauce base can be used to make various sauces for serving with different type fish. In asparagus sauce, for instance, the method is as follows: Puree (sieve) the cooked stalks of a bunch of asparagus and add this and the whole cooked tips of the asparagus to the sauce.

Cheese sauce can be made by adding ½ lb. grated American cheese to the white sauce. A very good Mock Hollandaise sauce can be made by taking half the quantity of white sauce and four uncooked egg yolks, add four teaspoons of lemon juice, stir, then return to the rest of the sauce. Cook for three or four minutes and serve.

★

Tartar sauce, or Sauce Tartare, should accompany the service of all fried or broiled fish. This sauce is simple to make and there is no valid excuse for the imitations often found on soda luncheonettes. The method follows:

8 ounces mayonnaise to which is added 2 tablespoons vinegar, 1 tablespoon chopped capers, 1 tablespoon chopped olives, 1 tablespoon chopped parsley, 1 tablespoon minced onion and 1 tablespoon chopped pickles. Mix all ingredients together thoroughly.

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Mackerel and similar fish should be served with a Creole sauce. A favorite recipe for this is: Coarsely chop 6 medium onions and 3 green peppers and saute in margarine until yellow and soft. Add 4 cups of canned tomato sauce such as that used for spaghetti, stir constantly for ten minutes and dilute with water until the consistency of good gravy.

★

Oysters, clams, etc., can be a profitable item in season if served with a piquant cocktail sauce. A proved formula for cocktail sauce is this one:

Place in bowl 12 tablespoons grated horseradish, add 1 tablespoon sugar, pepper and salt and vinegar to make a thick puree. Mix in 4 ounces tomato catsup and blend thoroughly.

★

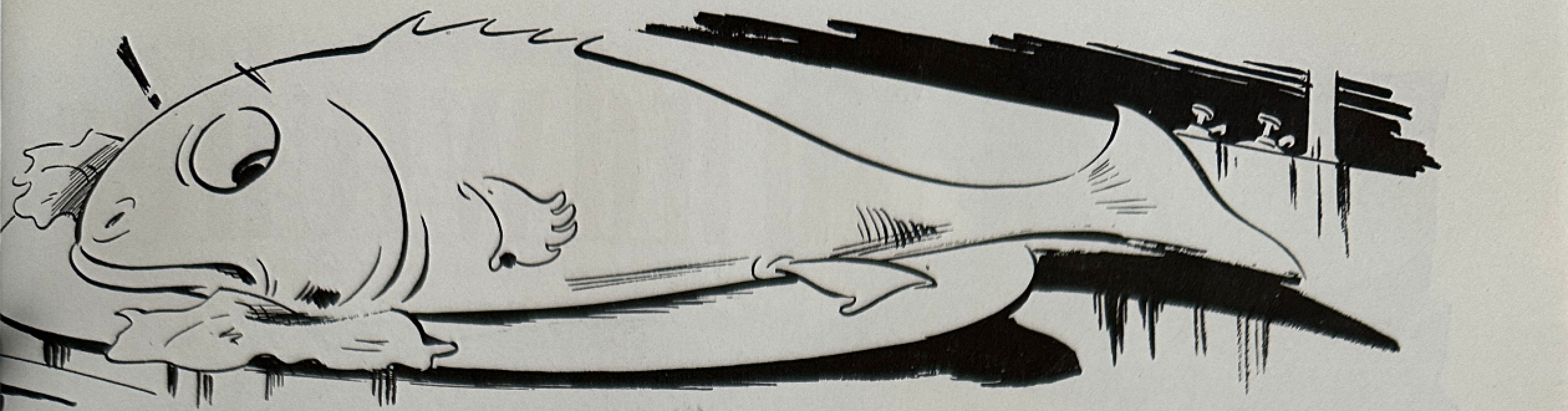
A variation of this cocktail sauce is one that can be used for shrimp cocktail, etc. It follows:

8 ounces catsup, 3 tablespoons lemon juice, ¾ teaspoon celery salt, two teaspoons Worcestershire sauce. Blend ingredients thoroughly and add a few drops of tabasco sauce if preferred.

★

Another simple sauce that should be used on luncheonette is lemon butter sauce. This is prepared as follows:

2 ounces lemon juice, 4 ounces butter, 6 tablespoons chopped parsley. Cream butter and lemon juice together, add parsley and blend thoroughly, form into balls and serve with fish. A variation of this is to put a few teaspoons of onion juice for use with sea trout, etc.



There are certain fish which cannot be adapted to practical fountain use due to bony structure; high price; difficulty of preparation, etc. Those which have worked out best in practice are the following:

a. Cod
b. Haddock
c. Flounder
d. Halibut
e. Mackerel
f. Fresh Salmon
g. Smelts
h. Bluefish
i. Shad
j. Butterfish
k. Sea Trout
l. Brook Trout

How to Feature Canned Fish

CANNED SALMON: Croquettes; baked in loaf; salmon stuffed peppers; in timbales; creamed (must use good quality); en Caisse.

CANNED TUNA: Creamed; a la King; croquettes; tuna and cucumber loaf; escalloped tuna and tuna pie.

CANNED SHRIMP: Shrimp Wiggle; Shrimp Pilau; Shrimp Gumbo; Shrimp Creole; with curry powder; en casserole with vegetables; creamed; a la King; savory shrimp stew.

If possible, all fish should be filleted by the retailer. This overcomes a great deal of waste and avoids the possibility of customers choking on bones. In addition, fish fillets can be served in a greater variety of ways than is possible with fish served as purchased.

Smoked and dried fish present the average manager with interesting variations. The most suitable for fountain use are:

Finan Haddie, creamed; creamed salt cod; broiled salt mackerel, herring and salt shad. Smoked sturgeon and smoked salmon can be used for salads and sandwiches. Kippered herring and bloaters may find considerable acceptance among male breakfast customers.

Oyster stew, clam chowder; fried oysters, etc., should be served more often on luncheonettes. A good oyster stew should be made individually and can be developed into a profitable a la carte item for serving in late evening periods. The most practical method for fountain use is as follows: Place six good-sized oysters in bottom of heavy saucepan and simmer gently in their liquor until edges curl. Add teaspoon of butter, salt and pepper, Worcestershire sauce, paprika and blend thoroughly. 8 ounces of rich whole milk should be scalded in a separate pan, and when the oyster mixture is very hot, add the milk. Stir for a few moments and serve. When serving, place tablespoon butter on top of stew and sprinkle with paprika. Serve with oysterettes. The average price for this stew ranges from 40c to 50c, depending on the price of oysters, and a great deal of it is sold.

The French Fryer can be utilized to good advantage in the service of fried oysters.

New York Clam Chowder

½ lb. salt pork
4 cups diced potatoes
2 medium sized onions
1 cup diced carrots
4 cups tomatoes
1 cup diced yellow turnips
2 tablespoons chopped parsley
2 teaspoons salt
3 quarts water
1 quart chowder clams

Method: Dice pork and cook in a kettle until brown. Add vegetables, seasoning and water and simmer an hour. Add clams finely chopped then cook ½ hour longer. If necessary add more seasoning, including one or two bay leaves.

Servings **25**

Codfish cakes, balls, etc., can be made in the luncheonette kitchen for very little money and with a guarantee of the quality of all ingredients. A commercially prepared shredded codfish should be the base of all codfish balls. Our recipe is:

Codfish Balls

½ gallon shredded codfish
1½ gallons diced raw potatoes
1 gallon boiling water
½ cup margarine
Pepper
1½ cups evaporated milk
Bread crumbs

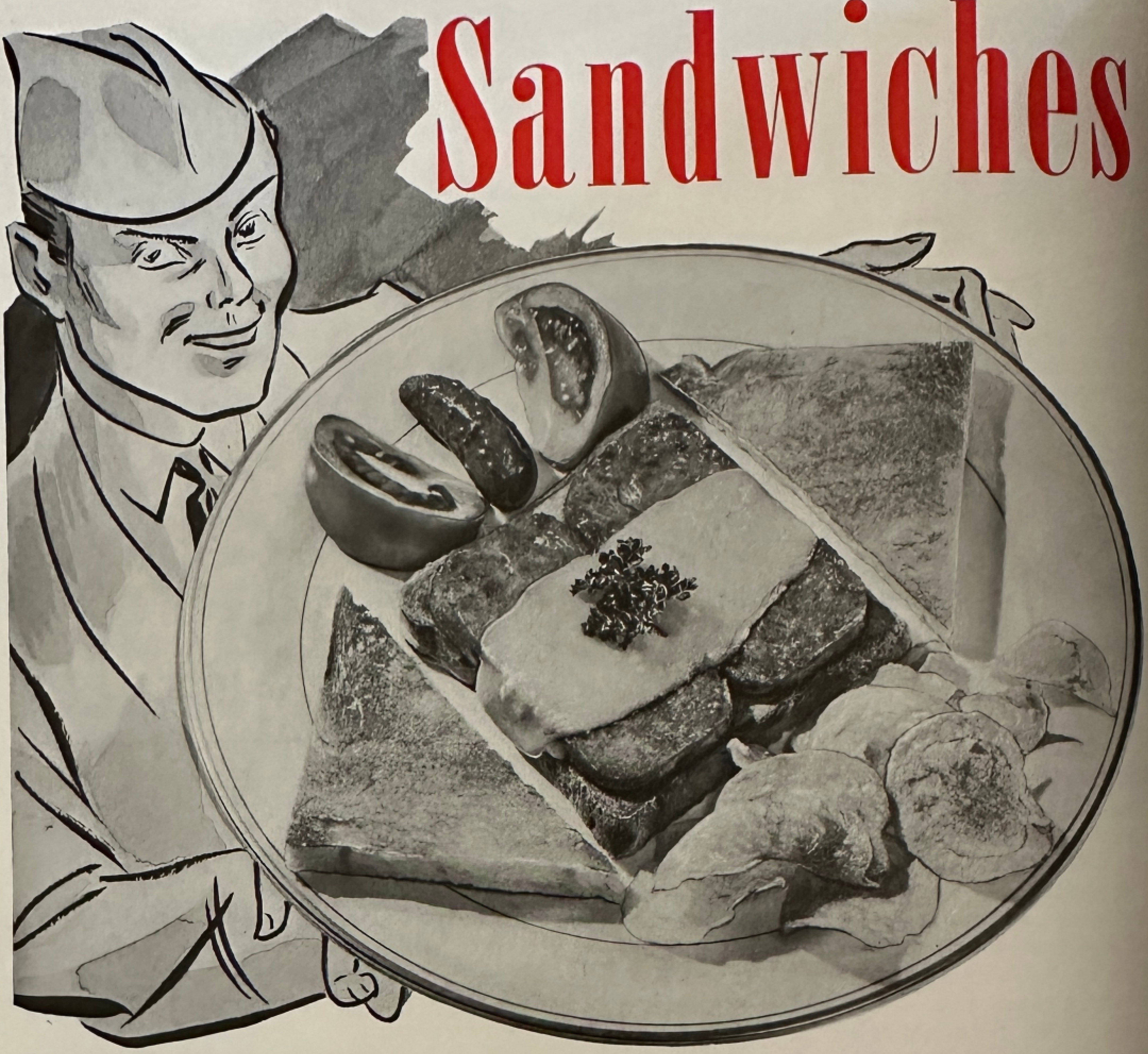
Method: Cook codfish and potatoes in the boiling water until potatoes are tender. Place in collander to drain. After draining mash, then add butter, pepper and milk. Beat thoroughly, chill and shape into balls or cakes, and roll in crumbs. Fry in deep fat at 380°.

This yields about 48 cakes. These can be served as sandwiches or entrees and should be accompanied by a white sauce variation or tartar sauce. They are also served with spaghetti or Creole sauce.

For the manager who wishes to try new items there are swordfish steaks, planked fish, fish roe and others. These should be served only on the higher-priced a la carte menus. Their main value will be establishing prestige in the serving of new, tempting fish dishes; due to the fact that their initial cost is so great, little is left for profit.

However, serving regular fish in new ways will return a fine profit.

Sandwiches



The making of sandwiches is an art that will satisfy our requirements of aesthetic values, neatness of form and arrangement and color. To do this requires only the addition of little extra touches that increase the eye and taste appeal. And, it requires some degree of initiative and imagination in combining various ingredients to make a palatable and appetizing finished product.

Bread Makes the Sandwich

The bread used in making sandwiches is, naturally, an important part of the finished product. This bread should conform to the best standards that have been worked out in actual practice. The best bread to use for all sandwiches is day-old bread. For toasted sandwiches two-day-old bread can be used. In buying bread for toast it is often possible to make an arrangement to buy this two-day-old bread at an appreciable reduction in price.

The size used will depend on personal preference, the best slice size ranges from 3¾ to about 4¼ inches in size. The loaf should be of uniform texture and with a fine grain. If the bread is too coarse it will allow salad spreads to drip through and will also toast too dry. Usually, a loaf of uneven shape will be uneven in texture. A four-pound club or hotel loaf slicing into approximately 46 to 48 slices will prove practical for most fountains.

Bread should be stored in a regular bread box such as is supplied by the fountain manufacturer or the bakery from which the bread is purchased. Sliced bread should be kept tightly wrapped until used. During rush hour periods it is sometimes necessary to stack the bread beside the toaster. If this is done, see that the stack is neat and even and that the top and bottom crusts remain in place even while the bread is being used. Otherwise one side of the bread will be exposed to the air and will result in uneven toast.

No "Buts" About Butter Savings

Each year a great deal of money is wasted on fountains through the careless use of butter on sandwiches. Dispensers spread too much either because it is too hard or because they are careless. It has been found that the butter used on sandwiches should be creamed thoroughly before using. Perhaps the easiest method of creaming butter is to use 2 ounces of 20% cream to each pound of butter and work it into a smooth, easily-spread paste. This can be done with a strong-tined fork. Butter creamed in this manner can stand exposed to room temperature for hours without melting.

Butter can be used for merchandising sandwiches by preparing it in unusual ways. For example, cold lamb sandwiches sell more readily when listed with mint-butter. This and other butters are made as follows:

MINT BUTTER—1 oz. finely chopped fresh mint blended with ¼ lb. creamed butter.

LEMON BUTTER—½ oz. lemon juice blended with ½ lb. butter.

RAISIN BUTTER—2 oz. finely chopped raisins blended with ¼ lb. butter.

CHIVE BUTTER—1 oz. finely chopped chives, dash paprika, pinch salt, blended with ¼ lb. butter.

ONION BUTTER—¼ oz. onion juice blended with ¼ lb. butter.

Mayonnaise

Mayonnaise is an important ingredient of many sandwiches, both as a dressing and as a binder for salad sandwiches. It is a mistake to buy cheap mayonnaise for several reasons. A simple test as to the quality of mayonnaise is to put a small amount on a plate and drop iodine on it. If the iodine turns black the mayonnaise is sub-standard. Good mayonnaise is really less expensive due to the fact that its higher quality is usually accompanied by a greater firmness or thickness of texture. Because of this, high-quality mayonnaise can be diluted. A good method of doing this is to take 8 ounces of 20% cream to each quart of mayonnaise and whip them together thoroughly until well blended.

Mayonnaise and Russian Dressing are the two necessary sandwich dressings that should be on all fountains. A good Russian Dressing requires as a base a good mayonnaise, otherwise the flavor will be impaired. An easily prepared Russian Dressing can be made as follows:

Russian Dressing

To one quart mayonnaise add 1 tablespoon vinegar, ½ cup chopped capers, ¼ cup chopped pimentoes, finely diced small onion, 4 ounces catsup and 4 ounces chili sauce. Blend well and store in cold place.

Don't Make "Celery Salad" Sandwiches

In making the ingredients for various type sandwiches there are certain rules that must be followed. In salad sandwiches, for example, it is generally false economy to use soup celery as a filler. Fresh, crisp garden celery will add more flavor, give better results and a more appetizing appearance than soup celery with its wilted texture and brown spots. The amount of celery that will be added to various salad bases must be left to the individual judgment of each manager. However, it should not be too great a percentage, probably one part celery to two parts ingredient will provide a satisfactory salad for use in sandwiches.

Peanut Butter Preparation

Peanut butter should be a main ingredient in more sandwiches and doubtless would be if the peanut butter was prepared expertly. First, the jar of peanut butter should be emptied and the oil that is present should be worked thoroughly into the butter. Then enough water should be added to make it spread smoothly and evenly. At first the water may appear as though it will not mix, but constant stirring will gradually blend the water and the peanut butter. The addition of this water increases the spreadability of the peanut butter and also provides a large increase in its bulk with corresponding decrease in its cost-per-sandwich.

FEMININE SANDWICH FEATURES

Women like attractive sandwiches, daintily made and carefully served. You can sell more sandwiches to women if you emphasize **quality** rather than quantity. And — remember that women are more adventurous than men. Sell them unusual specials at higher prices. Study the Woman's Section of your newspaper—tie in their seasonal specialties with your sandwich menu.

that "Sell"!

Be Careful With Bacon

Bacon is another ingredient that should be sold widely in combination with other items. One reason more is not sold may lie in the fact that most managers recognize the great shrinkage that occurs when frying bacon. Bacon that is to be used in sandwiches should be soaked in milk for at least a half hour. Dip lightly in flour and sear quickly. Remove from the pan or broiler and fry it as ordered. This prevents shrinkage and curling and is highly economical.

What About Club Sandwiches?

Club sandwiches can be developed into very good a la carte specials, but most managers feel that the serving of club sandwiches in really busy luncheonettes at rush hour periods tends to slow up service. That is only their own personal opinion of course, but they have found that it interrupts the rhythm of sandwich making, makes for wasted toast, slows down service and just requires too much time and effort for it to be profitable. However, in slack periods the club sandwich can be a highly profitable sandwich item.

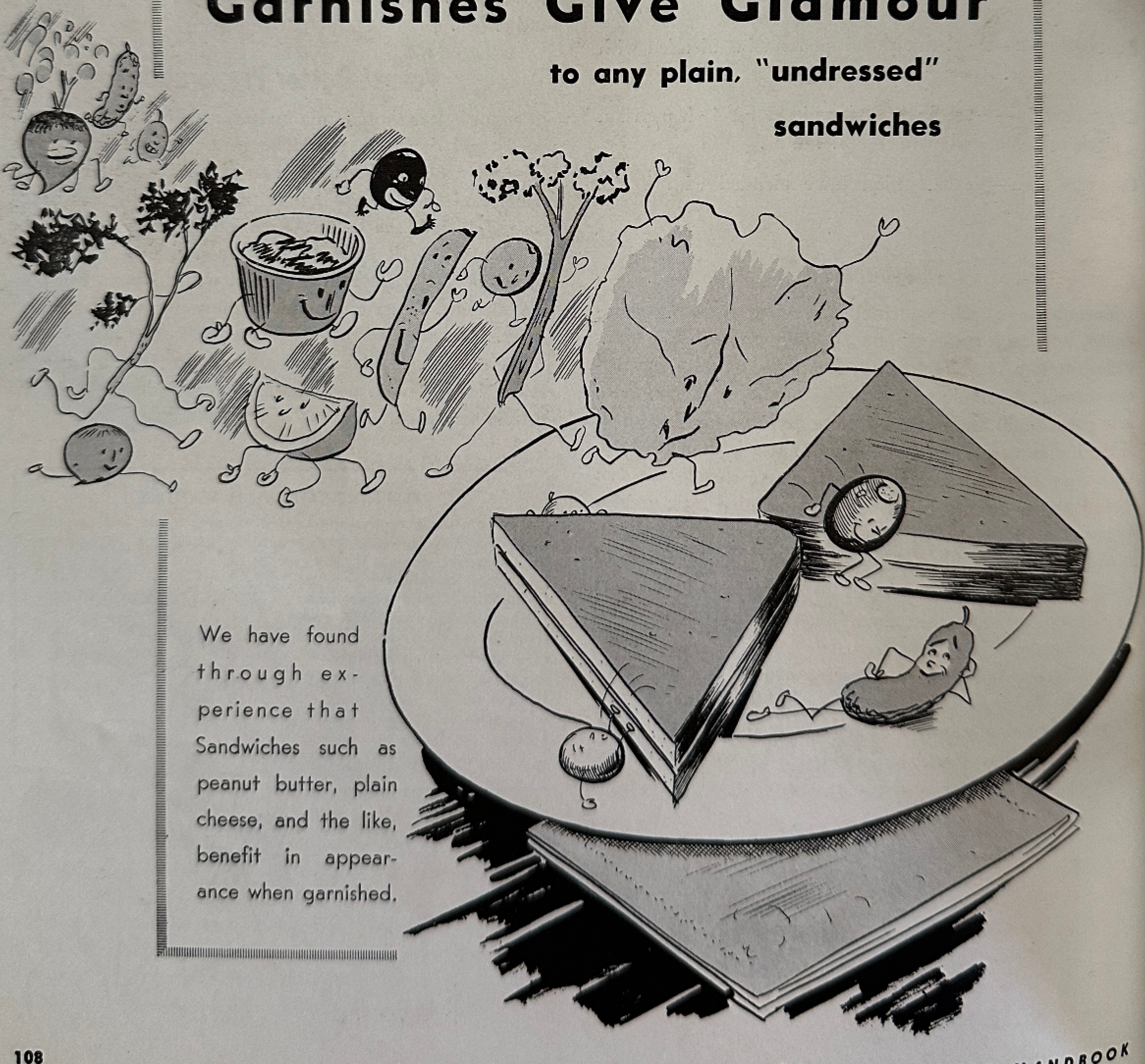
Garnishes for Sandwiches

Little imagination is shown by the manager whose only garnish for all sandwiches is the lonely slice of dill pickle. There are a great many garnishes, among them being:

Celery curlicues; pimento strips; cucumber balls; pickled onions; parsley; olives; radishes; relish; and, on some sandwiches, a 1 ounce souffle cup filled with orange sherbet. Fish sandwiches should have lemon; orange slivers; ripe olives; paprika onion and others. Sweet sandwiches may require garnishing with maraschino cherry; stuffed date; souffle cup of nutted marshmallow; ginger stick and many similar.

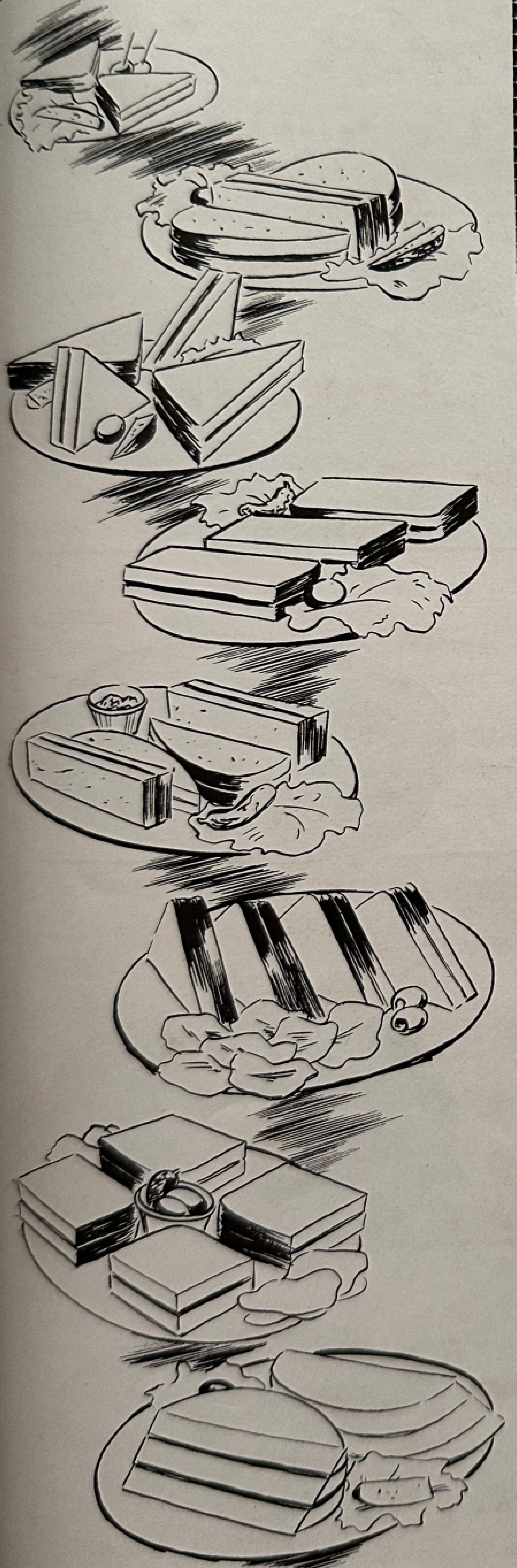
Garnishes Give Glamour

to any plain, "undressed" sandwiches



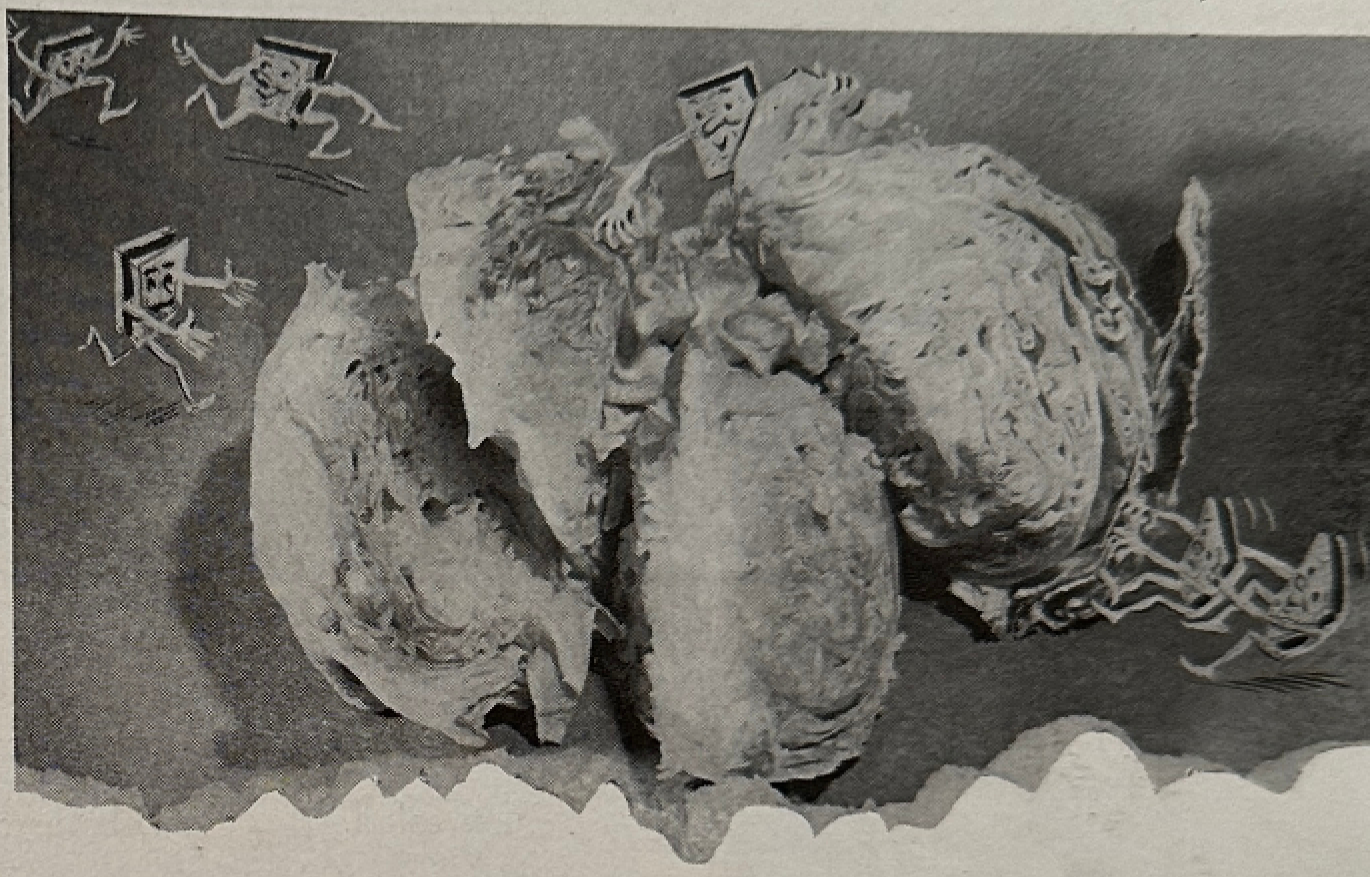
We have found through experience that Sandwiches such as peanut butter, plain cheese, and the like, benefit in appearance when garnished.

The garnishes can be placed in pleasing designs or attractive arrangements. This also applies to the placing of the cut sandwich. There are, it has been estimated, upwards of 250 different combinations of arrangement that can be made in a four-way cut sandwich. Many of these are impractical, but the fact does remain that unusual arrangements will add to the appeal of the sandwich.



Good Lettuce Makes Good Sandwiches

All sandwiches except hot should be served with lettuce. The lettuce should be clean, fresh, crisp and chilled. The head of lettuce should be peeled carefully, starting at the outside and working toward the center or heart. The thin leaves should be separated and washed carefully. The hearts should be reserved for use with higher-priced salads. After washing, the leaves can be covered with shaved ice and placed in ice box. Another method of insuring crispness is to wrap the lettuce in a damp cloth before putting in the refrigerator. Lettuce displayed for use should be kept cold in the bain marie pan by frequent additions of shaved ice.



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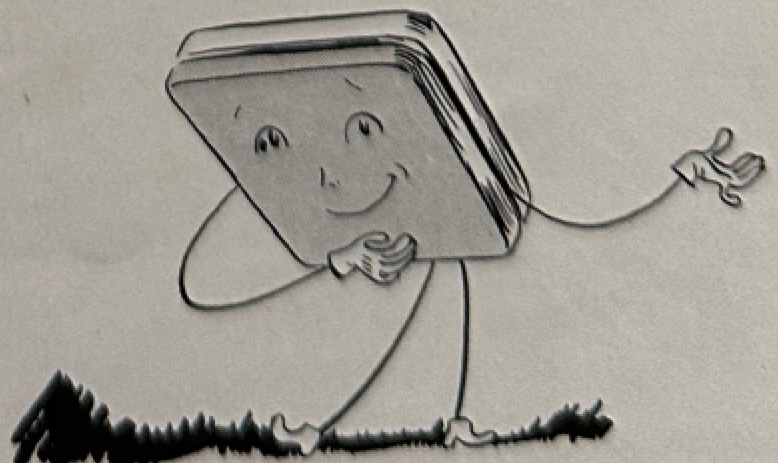
It has been said that almost anything will make a sandwich and this seems doubly true when we contemplate the possible varieties that can be made with even a few ingredients. The suggestions on the following page have the value of being practical for fountain use, highly profitable, unusual, and having a strong customer-appeal. →



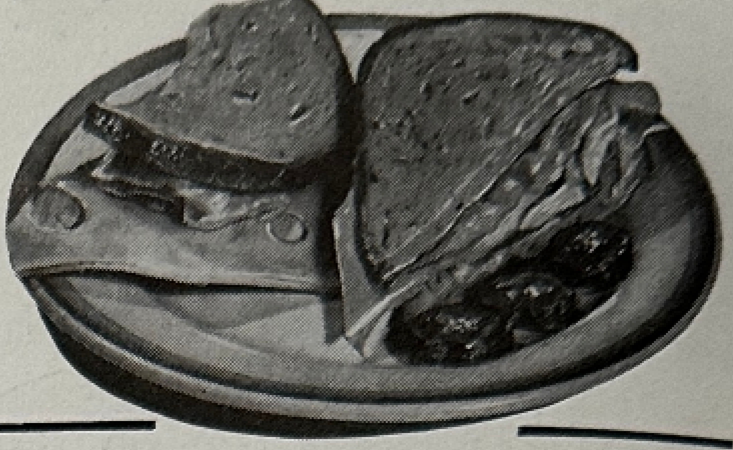
List of Sandwich Suggestions

Cheese

American cheese with tomato
American cheese with marmalade
Grilled American cheese
Swiss cheese combination with ham; bacon; tomato; roast beef; smoked tongue, etc.
American cheese with fried egg
American cheese and bacon

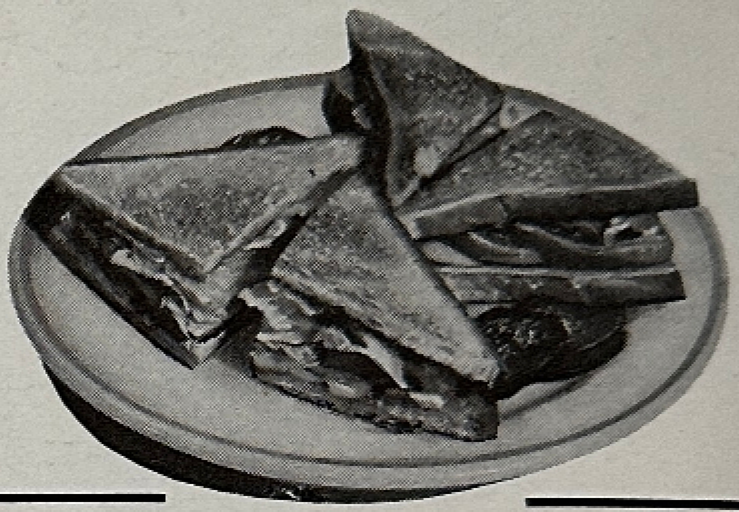
Cottage cheese with dates; nuts; olives; pimento

Cream cheese with chopped egg; pimento; green pepper; nut; dates; figs; raisins; watercress; olives; ginger; pineapple; jelly; jam; tomato and marmalade



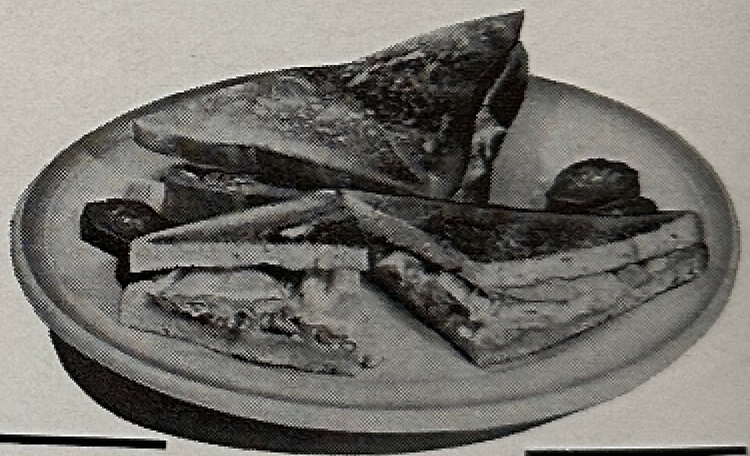
Egg

Chopped egg with green pepper; pimento; bacon; relish; chopped ham; tomato; and cucumber
Plain egg salad; fried egg
Sliced egg with tomato; cheese; ham; bacon; cole slaw
The familiar and popular Western sandwich is composed chiefly of eggs, which are made into an omelette with diced green pepper, onion and ham



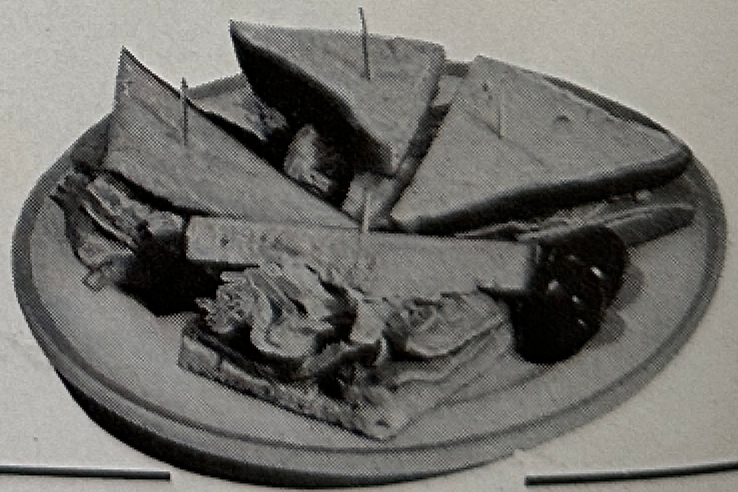
Fish

Salmon salad
Tuna salad
Sardine salad
Shrimp salad
Lobster salad
Crabmeat salad
Smoked salmon
Sturgeon
Sardine



Meat

Bacon and tomato
Grilled ham
Corned beef
Chipped beef
Meat loaf
Liverwurst
Chicken
Veal
Tongue
Pork
Minced ham
Pastrami
Minced turkey
Frankfurter (on roll)
Chopped liver with bacon
Hot ham and relish
Roast beef
Roast pork
Cold lamb
Pressed veal
Cannibal (raw hamburger)
Hamburger
Minute steak
Bologna
Salami



Peanut Butter

Peanut Butter is delicious when used with lettuce, mayonnaise and slices of tomato. This makes a very unusual special treat.
With banana; celery; bacon; jelly; dates; nuts; tomato catsup; chili sauce

Salmon and Cheese Delight

On your griddle, delicately brown two pieces of buttered white bread. . . . Place as shown above. . . . Put a generous serving of canned salmon in the center and cover with cheese sauce. . . . Top with sprig of parsley.

In making the sauce use milk (whole or evaporated), American cheese, salt, pepper, and just a few drops of lemon juice after the sauce is completed.

MAKES A DELICIOUS FRIDAY SPECIAL.

★

Study Your Sandwich Service

In addition to all the foregoing recipes, there is a wide variety of salad sandwiches which have not been listed. They have not been mentioned because virtually every kind of meat, fish, and vegetable on your fountain can be blended skillfully into an appetizing salad sandwich. There are the usual canned fish salads (tuna, salmon, sardine, tomato herring, etc.); and, of course, chicken salad. Once in a while try asparagus salad (asparagus, egg, tomato, watercress and lettuce), chopped raw vegetable salad, etc. There is no end to the number of salad sandwiches which are possible.

Sweet sandwiches such as apple butter and nut, orange and cocoanut, walnuts and cream cheese on cinnamon bread, peanut butter and jelly, etc., have a limited appeal but can be used for children's lunches and for afternoon teas or socials.

Various specialties can be developed by each individual manager, such as a famous oriental dish (chicken and chopped almonds); or Roquefort cheese and sardines; pickled beets and chopped egg; anchovies and egg; and many others.

Study and experimentation will allow you to achieve a most enviable reputation for your fountain, a reputation that will not only help you sell more profitable sandwiches, but one that will attract patronage for other items as well. This means added beverage business, too.

Dress Up Your

Salads are readily adaptable to luncheonette service, in fact they are one item which can be prepared and merchandised in competition with the most exclusive eating places. Equipment limitations have no bearing on salad service or preparation, they can be served on fountains having virtually no luncheonette equipment.

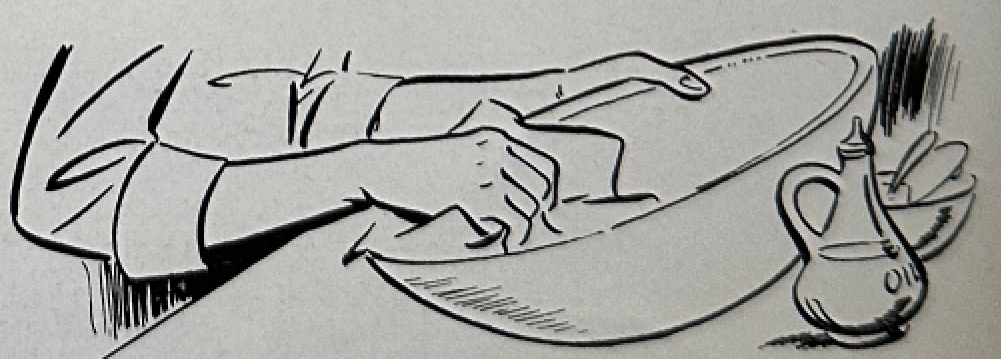
Salad making is a highly skilled job for which most restaurants and hotels pay high wages. This does not mean that capable fountain managers cannot train employees to make these appetizing, eye-appealing items, but it does mean that recognition must be given to the rules followed by successful salad makers.

Salads Like the Cold

It is highly important that the ingredients in all salads be kept chilled. The lettuce should be washed carefully and wrapped in a damp cloth and kept cold until ready to serve. Tomatoes, pickles, peppers, etc., should not be allowed to stand at room temperature for any length of time. If salads are made up in advance, provision must be made to keep them cold and free from contamination.

How to Use a Salad Bowl

A trick in imparting a unique flavor to salads served in luncheonettes is to use a "salad bowl." This is a regular 16″ wooden chopping bowl that is never used for any other purpose but salads. The bowl should be well seasoned before any salad is made in it. To do this, rub hot oil into the wood and wipe carefully after each application. When three or four applications have been made, the bowl should be touched lightly with a clove of garlic. This operation should be repeated monthly.



The salad bowl should not be used for chopping celery. This can either be done on the sandwich board or through the use of a meat grinder with vegetable cutting attachments. Wooden forks and spoon should be used to mix

New Taste-Tingling Salad Dressings

FRENCH DRESSING

4 teaspoons salt
4 teaspoons sugar
2 teaspoons dry mustard
1 teaspoon paprika
8 ounces vinegar
12 ounces oil

Mix dry ingredients together, add liquids and shake. Keep chilled and shake vigorously before serving. Serves 24.

SALADS

all salads. Many managers serve the salads with a wooden knife and fork for the use of the patron. The use of wood for dishes is growing in public favor and its use is a simple way to add an unusual touch to the service of salads.

A reputation for distinctive salads can be established by the use of various herbs in mixing. Those, such as chopped parsley, mint, chives, mustard greens, anise, burnet, dill and tarragon, will all impart a hard-to-define flavor that will lift most salads out of the ordinary class.

While most managers use lettuce exclusively as a green base for most salads, there are several other alternatives that will add variety and flavor to salad servings. These include the following:

Curly Endive
Escarole
Fennel
Chicory

Chinese Cabbage
Tender Spinach
Romaine
Nasturtium leaves

These must all be washed thoroughly and handled exactly the same as lettuce. Nasturtium leaves have a delicate flavor that will appeal to many people and they can be obtained in cooperation with either neighborhood florists or nearby farmers.

Garnishes for Salads

Like sandwiches, the appearance of salad service can be improved by the use of colorful garnishes. These include strips of pimento, green or red pepper, pepper wheels, hard-boiled egg in various shapes, pickled beets, watercress, parsley, chopped scallions, capers, plain or stuffed olives, pickles and ripe olives. For fruit salads the garnishes may include fruit sherbets served in orange baskets, candied ginger, maraschino cherries, marshmallow, nuts, stuffed dates, figs, orange slices, and many others.

It has been said that a salad is only as good as its dressing. It is true that many luncheonettes fail to offer a sufficient number of unique and appealing dressings. Dressings are easy to make, inexpensive to prepare and simple to keep. The base of any good dressing is a high-quality mayonnaise. Tests have shown that it is impractical for the manager to attempt the manufacture of mayonnaise on the fountain for many reasons.

Mayonnaise can be varied a great deal by the addition of one or more extra ingredients. Some examples of what can be done follow:

Dress Up Your Mayonnaise Dressings

Cheese Mayonnaise

To 8 ounces mayonnaise add 2/3 cup grated American cheese and blend with paprika.

Mustard Mayonnaise

To 8 ounces mayonnaise add 4 ounces prepared mustard and blend with 2 ounces 40% cream.

Ravigotte Mayonnaise

To 8 ounces mayonnaise add a little chopped spinach, 2 teaspoons capers, 2 anchovy fillets and a little chopped watercress or parsley. Blend well.

Savory Mayonnaise

To 8 ounces mayonnaise add 1/4 teaspoon each of paprika, dry mustard and Worcestershire sauce. Blend well.

Banana-Nut Mayonnaise

To 8 ounces mayonnaise add 1 mashed banana, 4 tablespoons peanut butter, 1 ounce 40% cream. Blend well.

SOUTHERN DRESSING

2 teaspoons salt
2 teaspoons sugar
2 teaspoons dry mustard
4 ounces pickle relish

1 teaspoon paprika
2 ounces vinegar
2 ounces chili sauce
2 ounces oil

Mix dry ingredients, add liquids and whip vigorously. Keep chilled. Serves 18.

Other simple dressings that should be available on every luncheonette can be found at the bottom of these pages. For Russian Dressings, refer to page 107.

CHICKEN SALADS

are probably the most popular of all salads. Variations of chicken salad are:

Chicken and Asparagus

Blend 16 ounces chopped chicken, 8 ounces chopped celery, 8 ounces asparagus tips and 4 ounces chopped green pepper.

Chicken and Mushroom

Blend 24 ounces chopped chicken, 8 ounces sauteed mushrooms, 12 ounces chopped celery, 4 ounces chopped green pepper.

Chicken and Chestnut

Blend 16 ounces chopped chicken, 8 ounces chopped boiled chestnuts, 8 ounces chopped celery, 3 hard-boiled eggs, chopped olive meat.

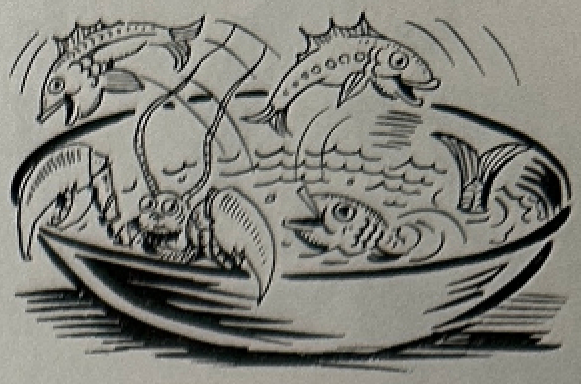
Chicken and Pineapple

Blend 16 ounces chopped chicken, 12 ounces fresh diced pineapple, olive meat.

Chicken and Vegetable

Blend 16 ounces chopped chicken, 8 ounces chopped celery, 16 ounces cooked mixed vegetables—peas, carrots, beans, cucumber, etc.

The amounts suggested can be increased by the addition of more of each ingredient. The amounts stated above are the proportions which should be used.



FISH SALADS

have a wide appeal and can be made in various combinations. A few suggestions for making unusual fish salads follow:

Shrimp and Asparagus Salad

Serve shrimp and asparagus tips on romaine leaves topped with Ravigotte mayonnaise.

Seafood Salad

Blend 16 ounces flaked crabmeat, 8 ounces chopped shrimps, 12 ounces chopped celery, 4 ounces chopped green pepper, 2 tablespoons capers and 4 ounces relish. Mix with French dressing.

Fish and Apple

Blend 16 ounces flaked fish (tuna, crabmeat, salmon, shrimp, etc.), 16 ounces chopped raw apple, 8 ounces chopped celery.

Salmon and Cucumber

Blend 16 ounces salmon (or other flaked fish), 8 ounces chopped celery, 8 ounces chopped cucumber, 1 chopped onion, 6 chopped radishes and shredded lettuce.

Other fish salads include the following: shrimp and pineapple; crabmeat and macaroni; sardine and potato; lobster and grapefruit; tuna and spinach; salmon and peas, and others.

SOUR CREAM DRESSING

½ pint sour cream	4 tablespoons sugar
4 ounces vinegar	2 teaspoons salt

4 ounces finely chopped green pepper and pimento.

Mix ingredients and whip vigorously.
Serves 18.

CONDENSED MILK DRESSING (for fruit salads)

8 oz. condensed milk	2 eggs
4 oz. vinegar	3 oz. melted butter

Paprika, dry mustard & salt.

Mix ingredients and whip thoroughly. Keep chilled.
Serves 24.

← *Shrimp and Asparagus Salad*

Chicken and Vegetable Salad →

In serving stuffed tomato salad, we make a practice on my fountains of serving them in regular shallow cereal bowls underlined with a regular plate.

Stuffed tomato salads can be very profitable and in addition they have a high merchandising value. In ordinary fountain service the best method of preparing the tomato for stuffing is:

1—Slice it into 6ths or 8ths, running the knife not quite through the bottom skin.

2—Separate the segments and they will fold out like a blossom.

3—Place the stuffing in this, and

4—Serve, topped with a distinctive dressing on crisp lettuce.

THOUSAND ISLAND DRESSING

4 oz. chopped pimento & onion
4 oz. chopped sweet pickle
4 oz. chili sauce
2 oz. chopped parsley
4 oz. sweet cream
16 oz. mayonnaise
2 teaspoons Worcestershire sauce

Mix ingredients thoroughly and keep chilled. Serves 36.

AVOCADO SALAD DRESSING

6 tablespoons lemon juice
8 tablespoons evaporated milk
1 teaspoon salt
2 cups sieved Avocado pear
12 drops Tabasco sauce
2 teaspoons prepared mustard

Mix ingredients together, whip in Avocado until creamy. Serves 18.

Some unusual stuffings for tomato salads, apart from the regular chicken, fish, etc., are the following:

PINEAPPLE-CHEESE STUFFING

Blend diced pineapple, cream cheese, finely chopped scallions, celery and bind with mayonnaise.

AVOCADO STUFFING

Blend diced avocado with celery and chopped endive. Serve with French dressing.

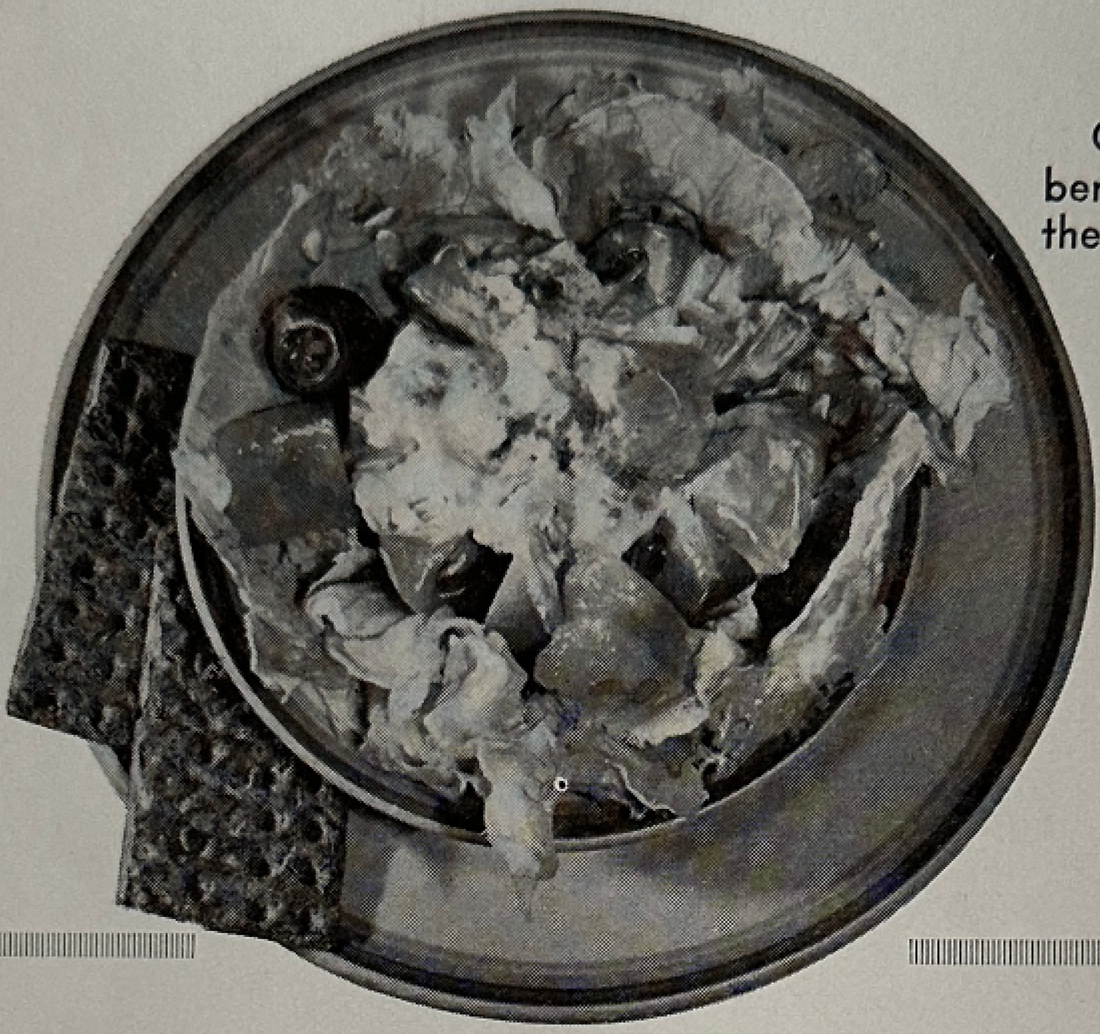
ORANGE STUFFING

Blend diced orange sections with chopped tomatoes, finely chopped chives, diced celery and blend with dressing.

CANTELOUPE AND RASPBERRY STUFFING

Blend canteloupe balls with fresh raspberries and serve with a condensed milk dressing.

Tomato Salad



Green peppers and cucumber cups can also be used for the service of stuffed salads. Cucumber cups are made by peeling cucumbers, scooping out the seeds and cutting in half.

Feature Your Fruits

Fresh, cooked, canned or dried fruits can be used in fruit salads. While fruit salad on most fountains seems to mean the fruit cocktail that is served as desserts or sundae toppings, a regular fruit salad served on crisp lettuce as an entree will find ready sales, particularly among women. The combinations possible in the preparing of fruit salad are many. Some of the simplest follow:

FRUIT SALAD COMBINATIONS

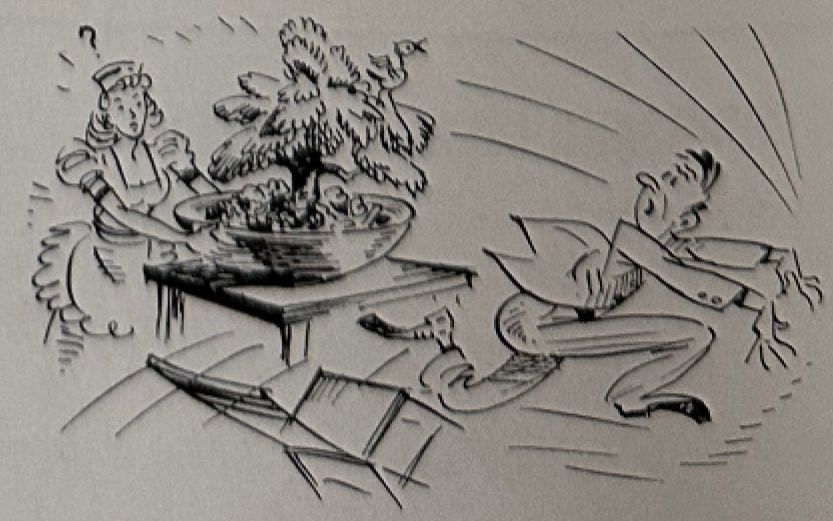
Waldorf Salad; diced apples, nuts, celery and mayonnaise.
Pear Salad with cream cheese, walnuts or pecans.
Banana and Grapefruit.
Honeydew melon balls with lemon slices.
Watermelon balls with chopped mint.
Dates, nuts, raisins and cream cheese.
Grapefruit, apples, peaches and orange.
Pineapple and ginger-ale.
Fig and grapefruit.
Dates stuffed with peanut butter, topped with whipped cream.
Chopped apple and Gruyere cheese.
Banana, peanut butter and chopped prunes.

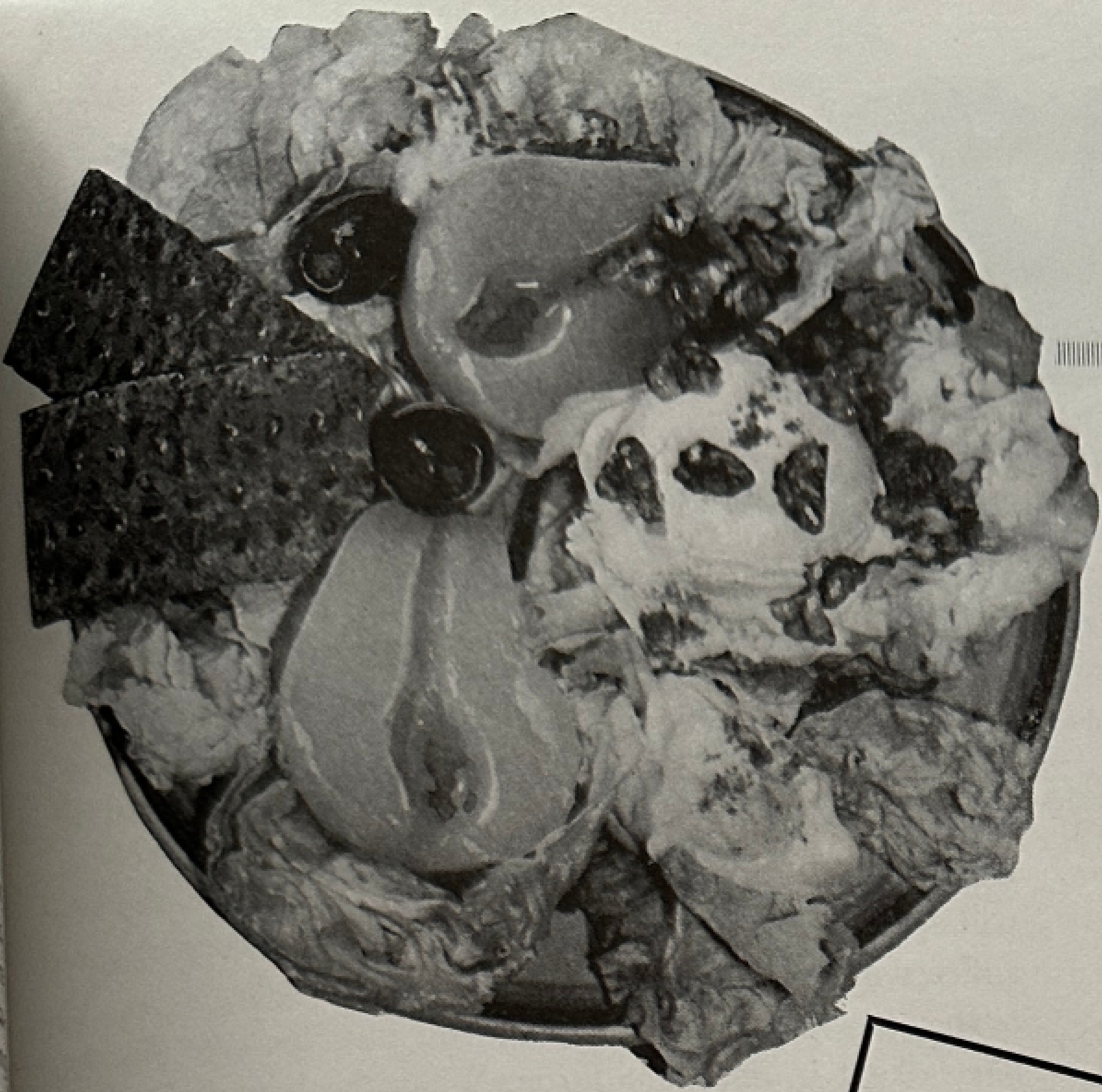
In making fruit salad, care must be taken that fruit which discolors is dipped in lemon juice. This retards the process. Firm, perfect fresh fruit or high-quality canned fruit should be used in making all fruit salads.

Simplify Salad Service

In serving salads, it is sometimes better not to serve the usual bread or rolls. Melba toast, pretzels, crisp crackers, potato chips, etc. are all much better accompaniments to any salad.

It has been established, too, that most people like salad portions rather small, but including a variety of items. A good practice is to serve all salads accompanied by potato salad and cole slaw. This reduces the higher cost in using a larger portion of the salad ingredient as both cole slaw and potato salad are cheap and easy to make.



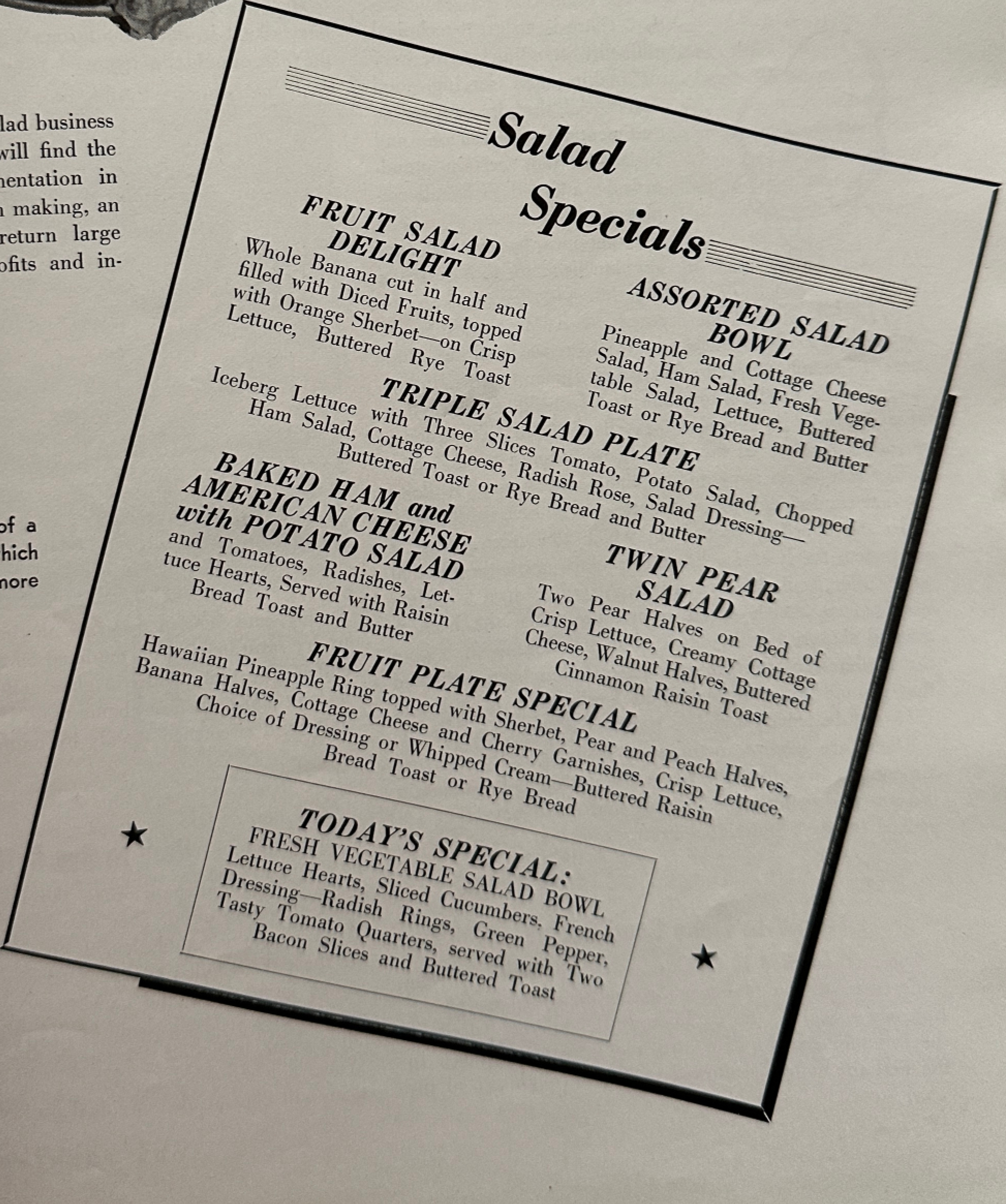


Pear Salad

Cole slaw is made by shredding cabbage very fine, adding shredded carrots, and mixing with sweet cream, dry mustard, salt, pepper, vinegar and mayonnaise to taste. For potato salad, the potatoes should be cooked not too soft, chilled overnight and cubed. Add chopped onion, green pepper, vinegar and mayonnaise to taste. The flavor can be improved by adding finely chopped hard-boiled eggs.

The possibilities in salad business are so great that you will find the time spent in experimentation in service, blending and in making, an investment that will return large dividends, both in profits and increased business.

Here is an example of a typical salad menu, which you can feature for more profit.



Salad Specials

FRUIT SALAD DELIGHT
Whole Banana cut in half and filled with Diced Fruits, topped with Orange Sherbet—on Crisp Lettuce, Buttered Rye Toast

ASSORTED SALAD BOWL
Pineapple and Cottage Cheese Salad, Ham Salad, Fresh Vegetable Salad, Lettuce, Buttered Toast or Rye Bread and Butter

TRIPLE SALAD PLATE
Iceberg Lettuce with Three Slices Tomato, Potato Salad, Chopped Ham Salad, Cottage Cheese, Radish Rose, Salad Dressing—Buttered Toast or Rye Bread and Butter

BAKED HAM and AMERICAN CHEESE with POTATO SALAD
and Tomatoes, Radishes, Lettuce Hearts, Served with Raisin Bread Toast and Butter

TWIN PEAR SALAD
Two Pear Halves on Bed of Crisp Lettuce, Creamy Cottage Cheese, Walnut Halves, Buttered Cinnamon Raisin Toast

FRUIT PLATE SPECIAL
Hawaiian Pineapple Ring topped with Sherbet, Pear and Peach Halves, Banana Halves, Cottage Cheese and Cherry Garnishes, Crisp Lettuce, Choice of Dressing or Whipped Cream—Buttered Raisin Bread Toast or Rye Bread

★

TODAY'S SPECIAL:
FRESH VEGETABLE SALAD BOWL
Lettuce Hearts, Sliced Cucumbers, French Dressing—Radish Rings, Green Pepper, Tasty Tomato Quarters, served with Two Bacon Slices and Buttered Toast

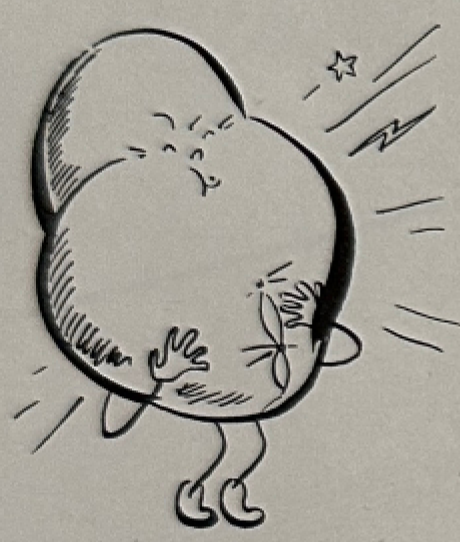
★

BEVER

Coffee

Of all beverages served with food on the luncheonette, coffee is most important. It is the universal favorite of millions of Americans and the quality of the commercially sold product is so high that there is little excuse for the serving of poor coffee. But, judging from newspaper editorials, freely expressed opinions, etc., the coffee served in all types of eating places leaves much to be desired.

This points to a phenomenal opportunity for every soda luncheonette manager to build a reputation for good coffee. There is no great technical difficulty standing in the way of making and serving good coffee. All that is required is rudimentary supervision and insistence that certain standards be adhered to by all employees.



Here's a Swell Bean!

Experience has proved that any luncheonette that serves a superlative coffee can be assured of a large volume of patronage. Coffee can be used to increase breakfast business, to merchandise luncheon and dinner buiness and to increase the total volume of sales. Tests have shown that if a customer is served an excellent coffee he'll order a second cup 89% of the time. In addition, a good cup of coffee acts as an appetite stimulant, and companion items such as sandwiches, pie, cake, etc., can be successfully sold.

In the roasting process to which the green coffee is subjected, the bean swells and develops aromatic oils that give coffee its flavor and aroma. Also developed is carbon dioxide gas which exerts a pressure when the bean is ground that results in much of it escaping. With it goes the freshness of the ground coffee. It has been estimated that ground coffee loses half its freshness in a week and 75% within ten days unless tightly packaged against air.

There are several methods of insuring freedom from air contact in coffee, the two most desirable for fountain use are the vacuum packed can and small bags that are packed for each individual brew.

★

How to Make Good Coffee

The method used in making coffee will depend on the preference of the manager or the existing equipment. Roughly speaking, the methods most commonly used on the fountain are the drip, urn and infusion methods. In the first the coffee is allowed to drip through one of the many filter devices. This slow drip insures adequate time for the coffee to impart its volatile oils to the finished product.

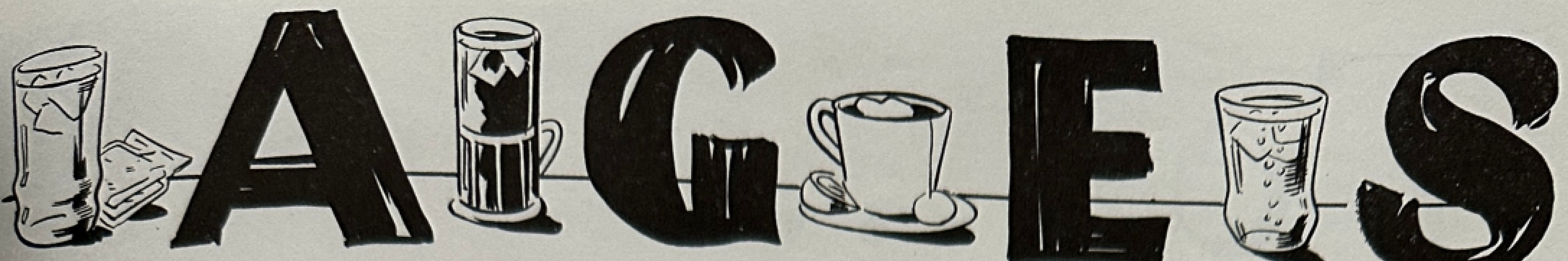
In the second, the impact of the water squeezes out the oils and in the third, the tiny air cells which make up the composition of coffee are allowed to expand and the result is a fine-flavored finished product. Having used all methods I can say that good coffee is possible with all of them. Where a large coffee business is done, the urn will speed up service but a battery of drip makers or glass coffee makers should be kept for slack periods.

If coffee is made in an urn you must be sure that the bag is kept in good condition. When the brew is finished, the bag should be removed from the urn, washed thoroughly, and *kept in water* at all times. Allowing the bag to dry saturates it with the fixed oil that gives bitterness to coffee. The filter cloths in glass coffee makers should also be kept moist when not being used. Urns should be scoured daily and sweetened weekly by boiling with baking soda.

★

How to Buy Coffee

In testing coffee prior to purchase, you should bear three things in mind. They are: Body, Aroma, and Flavor. Always taste coffee black with no sugar so that the quality of the naked coffee can be determined. The body of the coffee is its color and consistency. In testing for body, pour a little in a glass and hold up to the light. It should be a clear, wine-like liquid, pleasing in color. Test the aroma for pungency, appetizing and pleasing odor. The taste will depend on individual preferences but should be



full-bodied, rich and vigorous. All these will depend to a great extent on the blend of the various beans and on the length of the roast. A medium roast is used in most eating places, for my own part I like a heavier, or French roast. Most coffee processors will gladly supply samples of roasts, etc., so the manager may choose which seems best.

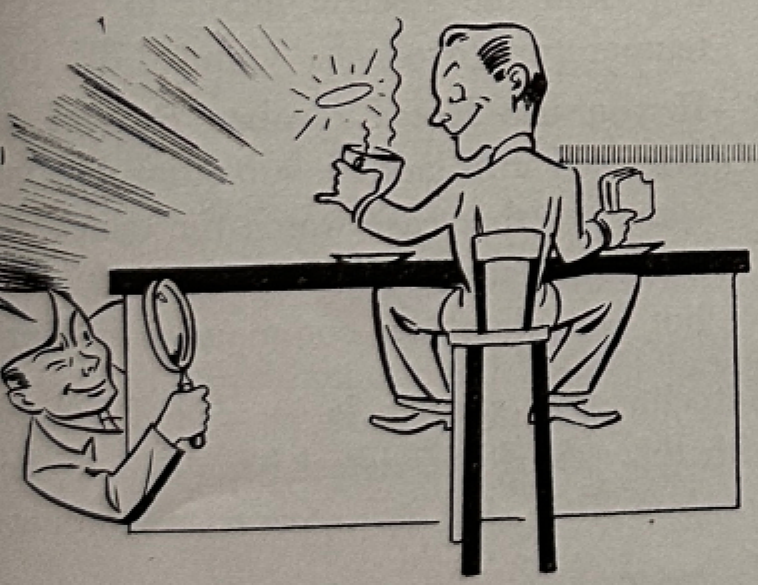
★

Test it on Your Customers

After the manager has satisfied himself that the coffee he intends to use is suitable, another important test must be made. This is the customer-reaction test. We may feel that what is good enough for us is good enough for the customers but it doesn't always work out that way. We are all servants of the public and must be guided by their judgment. The customer-reaction test is simple to make. On serving the new coffee, make it a point to note compliments or criticism. Balance the number of cups sold of previous brands against the number of cups sold of the new brand, strike a ratio between these and the average business, and a pretty clear picture of the customers' reactions will be gained.

Coffee...

As a famous statesman once said (or should have said)—"It's a good **cup** of **coffee** that makes life worth while."



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The Cream in Your Coffee

Many people say that the cream makes the coffee. If this is true in most cases, it stands to reason that the quality of the cream should be very high. Anything less than a 20% cream is too thin for good coffee.

The practice of diluting evaporated milk with whole milk is certainly not wise. It seriously impairs the flavor of the coffee which you have given so much time and trouble to make. All the care in the world in preparing good coffee will be a waste unless you serve quality cream.

★

How to Figure Coffee Costs

Many managers in complaining that they cannot serve good cream with coffee and still make money, show that they have not grasped the essentials of cost-analysis. Coffee has very high profit possibilities which have a direct bearing on the price which the manager can afford to pay. Many managers refuse to buy a much superior brand because it costs three or four cents per pound more than the ordinary brand they are using. When you divide the cost per-pound of coffee by the number of cups that can be made per pound you will find that a difference of a few cents per pound is very small.

The number of cups that can be made with a pound of coffee varies, ranging from 48 to 55, depending on the blend, roast, grind, etc. If you divide the number of cups of coffee you get from a pound into the price per pound, you will find that the cost per-cup will always be approximately ½c. Figuring that one ounce of 20% cream costs 1c, (the price will vary with sectional differences), you will find the total cost of a cup of coffee, less sugar, is about 1½c. If you add another ½c for sugar, waste, spilling, etc., the total cost cannot well exceed 2c, leaving a gross profit of 60%.

There are many good coffees on the market and the manager will choose that brand which best appeals to him. Coffee should not be bought on a price basis but on other elements which have been outlined in this section.

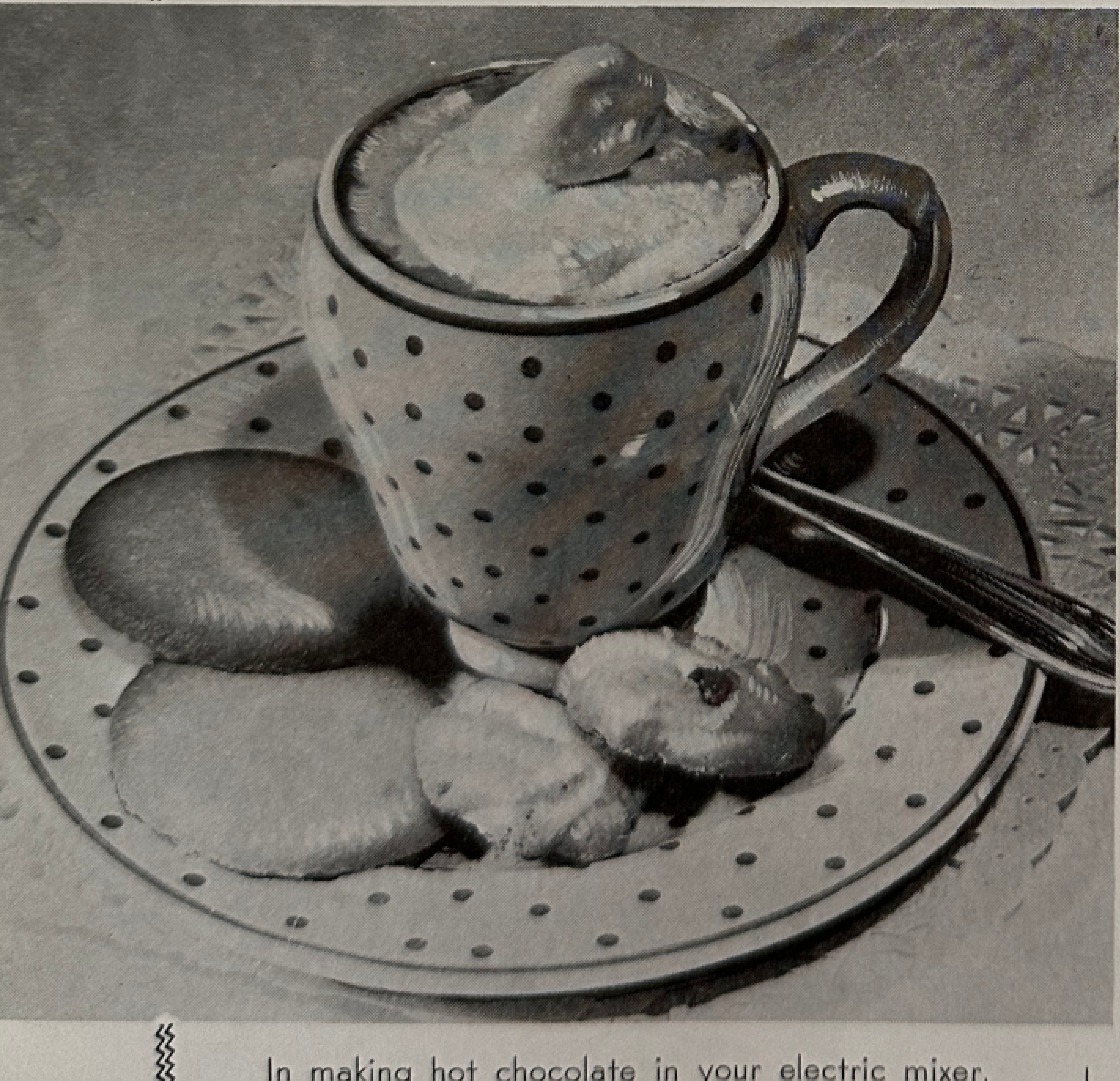
You can determine price per-cup by the following:

Price per pound	25c		
Cups per pound	50		
Price per cup		½c	
1 oz. cream		1 c	
Sugar, etc.		½c	
Total per-cup cost		2 c	40%
Selling price		5 c	100%
Gross profit		3 c	60%

Tea...

Tea is an item that has a lot of possibilities in luncheonette service. There are many various brands and blends of tea, the universal favorite among fountain customers seems to be orange-pekoe. The use of regular tea bags will expedite service and the preparation of tea. In making tea, the water should be boiling. Most tea drinkers prefer freshly boiled water but this is often impractical in most luncheonettes. But take care that the water used in making tea is fresh and free from any disagreeable flavors because such flavors will be noticeable in the tea. Tea should be served in individual pots, particularly where the service is at tables.

Two Ways to Make **Hot** *Chocolate*



1—If you use Hot Chocolate Powder that has skimmed milk added, use water of about 190° F.—this will result in ideally served hot chocolate because in the process of pouring from the electric mixer to the cup the temperature drops to about 170° to 175°.

2—If you use Hot Chocolate Powder without skimmed milk added, substitute hot milk for water. In that case watch the temperature of the liquid added to the powder. A milk-made hot chocolate can command a higher price.

Hot chocolate service is so well developed that with the use of individual bags of hot chocolate powders little skill is necessary in preparing it.

★

COST OF A SERVING OF HOT CHOCOLATE

Powder (individual bag)	2 ¢
Whipped Cream	½¢
Cookies	1 ¢
	3½¢

In making hot chocolate in your electric mixer, no powder should be allowed to remain on the bottom of the mixing cup, since it will result in a weak, insipid drink. To avoid this—put the water or milk in **first** and add powder, being careful to measure exact amount of liquid.

How can you sell it for 5c? You can't! But, since variety stores do sell it for 5c, dress it up. If merchandised correctly, your hot chocolate serving can be huge profit makers, so put plenty of whipped cream and sell it for 10c.

1—Add a little cinnamon and serve as OLD NEW ENGLAND HOT CHOCOLATE.

2—Customers sometimes complain that hot chocolate is sometimes too hot. Use a small portion of Vanilla Ice Cream instead of whipped cream. Use Coffee Ice Cream for SOUTH AMERICAN HOT CHOCOLATE and serve with spice cookies.

3—Use hot coffee instead of hot water in making your hot chocolate and merchandise as MEXICAN HOT CHOCOLATE, add plenty of whipped cream. Selling price—15c.

NOTE: Chocolate Ice Cream makes a double rich hot chocolate.

4—ORIENTAL HOT CHOCOLATE: Add a dash of almond flavor and serve with almond cakes.

Different Things to Serve with Hot Chocolate Selling at 10c

Soda Wafers
Cocktail Crackers
Nabiscos
Pretzels
Cheese Tidbits
Oatmeal Cookies
Macaroons
Lady Fingers
Petit Fours
Toast Sticks

Buttermilk

Buttermilk can be merchandised into a very profitable item. Cold, fresh, zestful buttermilk is not only a delicious beverage but also a distinct health food. Use a high quality buttermilk from a source you know is good, preferably a well-known local dairy or branch of a large milk distributing company. A variation in serving buttermilk is to add the juice of a half-lemon and whip vigorously on the malted milk mixer.

★

Milk

Milk should be served from individual bottles. Chocolate milk, made with the addition of chocolate syrup to milk, can be sold at an increase in price over plain milk. Usually a 10 oz. glass of chocolate milk is sold for 10c.

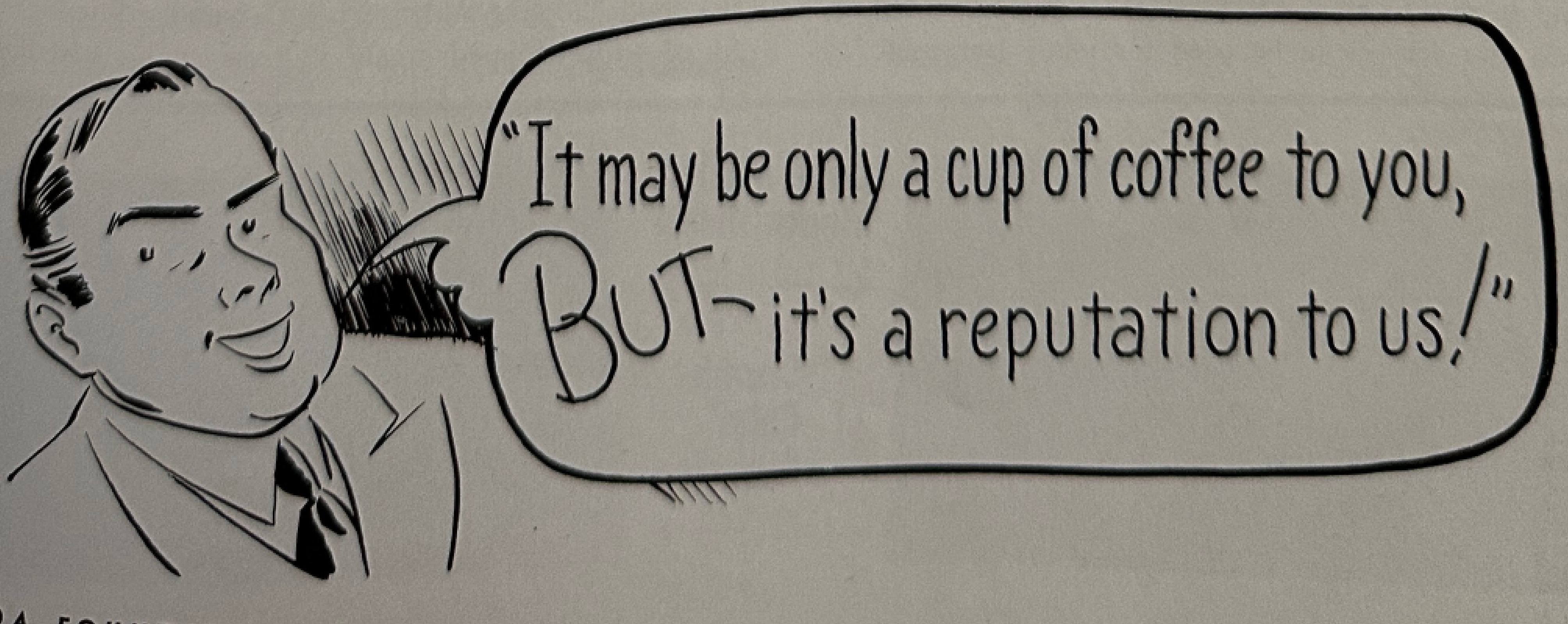
Postum, Kaffee-Hag, Sanka Coffee and other de-caffeinized coffees should be stocked on every fountain. In making these coffees for those who prefer them, it is necessary to charge slightly more than for regular coffee, due to the time consumed in making them for special order.

★

Miscellaneous

The field of beverages is wide and merits much study and experiment. The close proximity of carbonated water and flavorings gives the fountain manager a distinct advantage over other existing competition. This should be utilized in developing special drinks to serve with meals that will increase both business and profits.

But, as mentioned before, coffee is really the one beverage that requires exact standards of preparation, buying, service, etc. Perhaps the best thought for every manager to keep in mind is the slogan of a large operator in the Middle West, who says:


"It may be only a cup of coffee to you, BUT—it's a reputation to us!"

LEFT-

There is a great deal of unnecessary waste on most soda luncheonette counters—unnecessary because most of it is easily preventable. All employees should be given to understand that the profits which go out via the garbage can are gone forever, and these large losses can very readily be turned into extra profits.

Practically speaking, there is no excuse for any waste behind the fountain. Every item, every leftover, can be utilized in some way so that it not only decreases waste but increases the gross profit of the fountain. With the present trend of ever-rising commodity costs on many items, it is necessary that every possible saving be made.

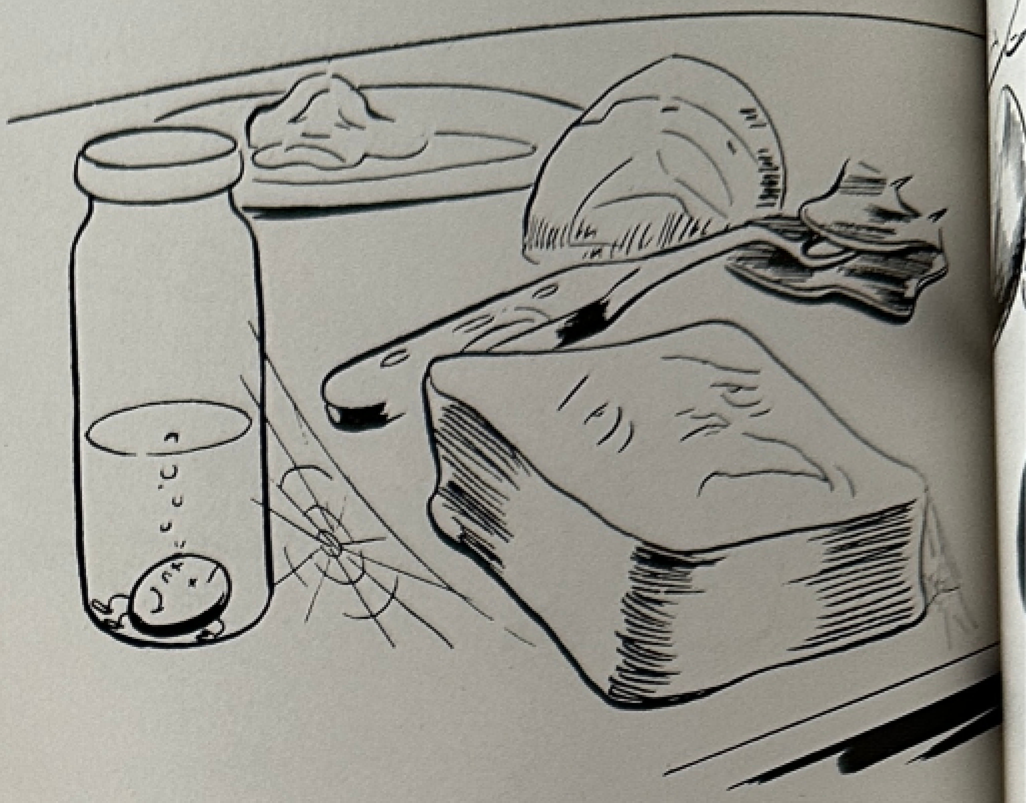
During summer months for example, when sandwiches are sold in great quantity it is only natural that some mistakes will be made, due either to the sandwich man being busy or the customer being misunderstood. A great many sodamen dump these unwanted sandwiches down the garbage chute. Others strip the sandwich as well as possible, but this leaves some waste of bread, butter, lettuce and part of the filling.

If the sandwich has a meat filling it can be run through the food chopper, bread included, and used for meat loaf, hamburgers and croquettes. If the filling is some variety of fish, it can be used as an entree item. The entire sandwich should be sauted in butter, or French fried at 380° and then served with a cheese sauce and a garnish of tartar sauce as a final touch.

"Waste Not—"

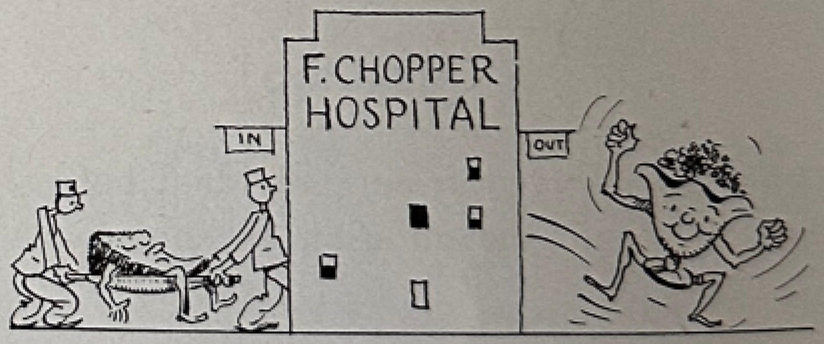
The bread that is left from trimmed sandwiches, and the heels that come with every loaf should not be discarded. Dry, stale bread can be used for Melba toast served as an accompaniment with salads. Melba toast may be made quite easily by putting stale bread into a hot oven, or under broiler, and toasting slowly until very hard and brown. It may be served hot or cold.

Heels and crusts can be used for many purposes. Besides the ever-popular bread pudding they can be ground up fine through the food chopper and used as a covering for breaded meats, fish, etc., and also as toppings for souffles and escalloped dishes. Cut into tiny cubes they are admirable as croutonnes in various soups.

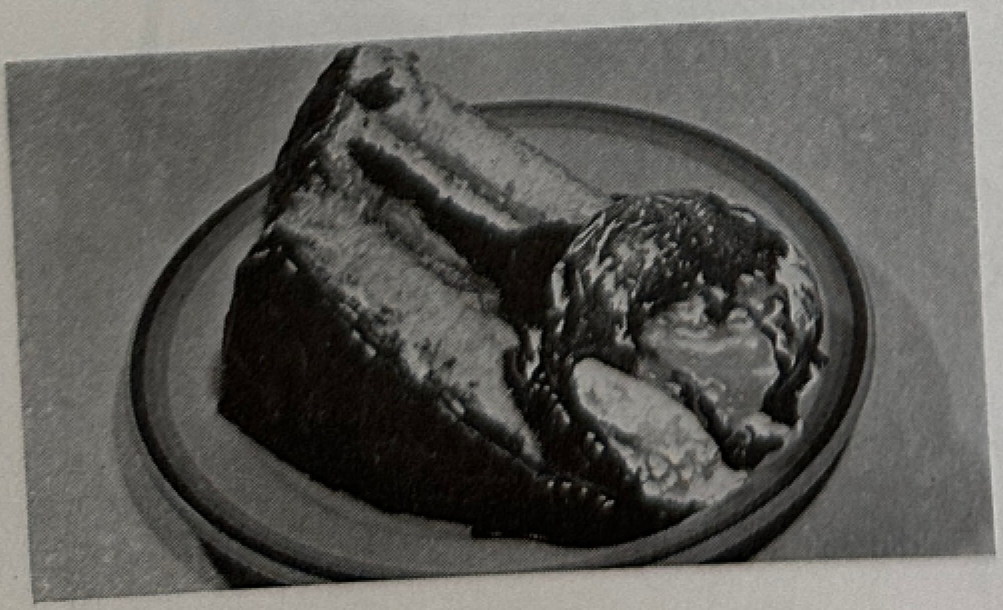


Cash in on a Leftover Cake

It is exceedingly hard to gauge the pastry order during hot summer weather. No matter how efficiently a fountain is operated there are usually two or three days a week when stale cake and pastry is left over. Instead of throwing this out, use it for its merchandising possibilities.



Leftover layer cake can be sold profitably by serving it with a scoop of ice cream covered with a hot fudge sauce. Another use for leftover chocolate cake is to run it through the food chopper and use it as a sundae topping. Combined with whipped cream it gives an unusual flavor to



Cake a-la Mode

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Crumb-Cake Surprise

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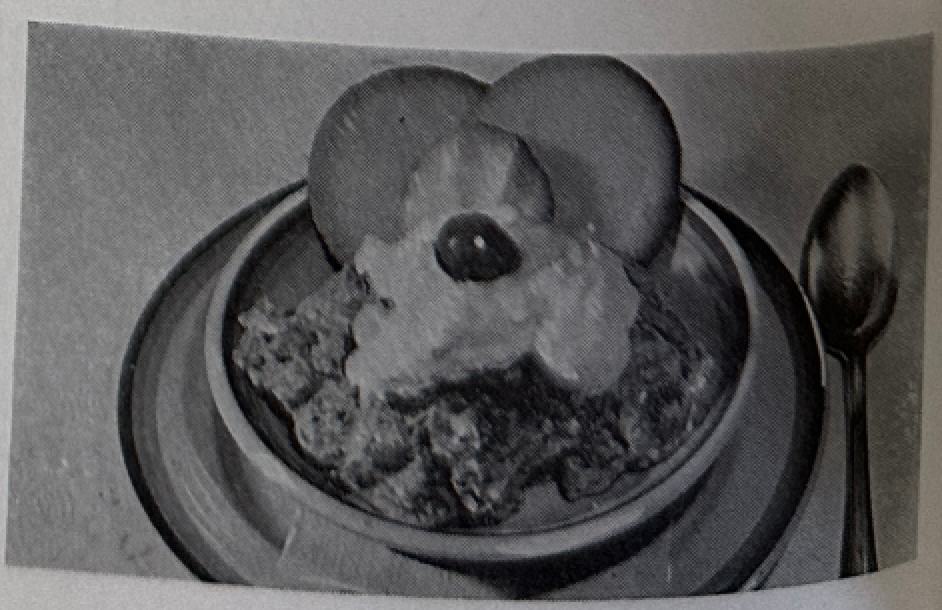

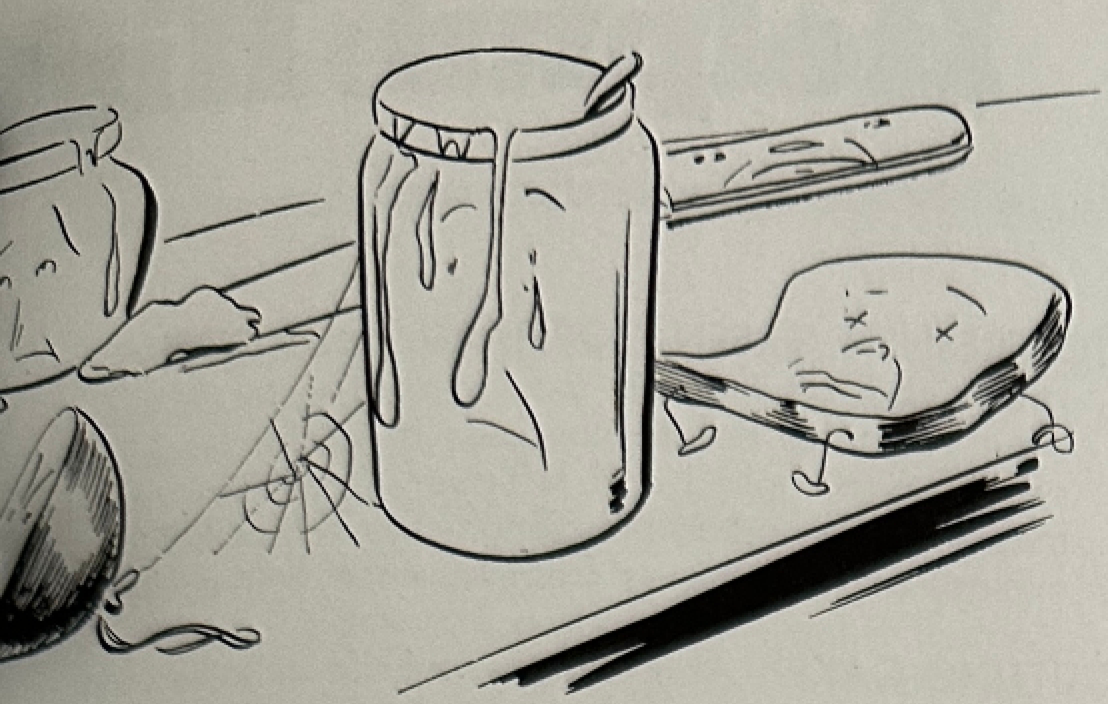

OVERS

the service of malts, floats, etc. Cake crumbs can also be added to puddings, custards, Jello, fruit cups and similar desserts. An easily made dessert special is one featured under the name "Crumb Cake Surprise." (*See photo at bottom of page*)

Take ground-up cake crumbs and combine with very stiff whipped cream. Fold into a mix made with chopped nuts, leftover fruit such as pineapple, peaches, etc., and finely chopped marshmallows. For flavoring use either nutmeg, almond or ginger. Top with cherry, garnish with mint.

A variation of this is to put the finished mixture into pastry shells, cover with meringue and brown in a hot oven. Served as "Fruit-Nut Tarts" they have found a ready sale.

Figure on Your Figs

Applesauce and leftover figs make a splendid combination for filling sponge cake layers. The method of making this is as follows:

Chop leftover figs very fine and add enough simple syrup to suit the individual taste. Boil for a few minutes and then combine with leftover applesauce. Put between sponge layers and serve topped with whipped cream.

Squeeze Out More Profits

When oranges are squeezed for juice, many sodamen leave the small portions left over until they become unfit for use. The juice left under the extractor spout can be utilized in various ways. It should be put in a quart bottle and kept chilled, then used either as flavoring for fruit salads or in sundae toppings. Many managers use this leftover orange juice to make a famous "Baked Egg-Nog".

The method is: For each portion separate an egg and beat the yolk thoroughly, add 1 oz. simple syrup and a pinch of salt. Put in a regular parfait glass with 4 or 5 ounces leftover orange juice. Then, beat the egg white until it is very stiff. Cover the egg-yolk and orange juice with this meringue and place in a very hot oven until the meringue is brown. Remove and store in the coldest part of your refrigerator. Top with nutmeg and cinnamon.

Another use for leftover orange juice is to make an excellent sundae topping. Combine 8 ounces of marshmallow topping with 8 ounces of juice and whip it thoroughly. Adding candied ginger increases the appeal.

Variety with Leftover Vegetables

Leftover vegetables can be used in a great number of ways. Virtually every vegetable with the exception of mashed potatoes can be used in salads. Thoroughly chilled, chopped fine and combined with vinegar and mayonnaise they raise the gross profit on many salad servings. Another method of using leftover vegetables is to use them au gratin. Mix all leftover vegetables together, and combine with a cheese-flavored white sauce. Bake in a moderate oven. This also allows the use of leftover cheese in making the au gratin sauce.

Today's problems of conservation of things we use everyday—food, clothes, utensils, etc.—makes us realize more than ever that as a nation we are inherently wasteful. Keep reminding your employees of the need for care in serving every leftover. In order to provide an incentive for their imaginations, many managers give prizes for suggestions.

Leftovers Need Merchandising

This can be done simply by fitting each dish with a distinctive name that will appeal to customers. For example, instead of using leftover ham, etc. in the usual "Stuffed Green Pepper", where everyone knows it is leftover meat, try serving "Timbales of Diced Ham."

Leftover dishes should be put at the head of the menu as customers will invariably choose from the first three dishes listed.

Eclair Surprise
←

Pie a-la Mode
→

Helpful Hint

TO KEEP REFRIGERATOR ODORLESS. Melons, cucumbers, bananas, etc., may be kept together with other foods in the refrigerator without making the foods distasteful if you keep a piece of charcoal about two inches square in the corner of the refrigerator. This also keeps the refrigerator odorless.

TO PRESERVE CHEESE. Place leftover pieces of cheese in a tightly covered fruit jar in a cool place. The cheese will keep fresh for a long time.

LEMON MAKES CHICKEN TENDER. Rub chicken inside and out with a cut lemon before cooking. It will make the meat white, juicy and tender.

SUGAR FLAVOR HAM. To give a delicious flavor to ham add a handful of sugar (granulated) to the water in which you boil it.

STOPS ODOR. When cooking cauliflower or cabbage place a piece of bread, any kind, in the uncovered kettle and the store will be free from odor. This is a good way to use the crusts and left-over toast.

HOW TO PEEL ONIONS. When preparing onions pour boiling water over them, let stand three minutes, then plunge into cold water one minute. Peel, slice or grind, they will not make your eyes water.

POTATO CLEANS GRATER. After grating cheese or any food on a grater, it is an easy matter to clean the grater if you take a small raw potato and grate it over the used areas. Rinse in cold water and the grater is spick and span.

UTILIZE EXTRA MEAT FAT. When a pork roast is fatter than you desire, try cutting off a few slices of the fat before cooking, to be used in frying potatoes. The roast is just as good and the potatoes are better.

FOR GREASY COOKING. Keep a dripping pan underneath your broiler and put a slice of bread in it. This absorbs all excess grease, prevents flames and smoke, and makes the pan easy to keep clean.

CORNMEAL FOR FISH. When frying fish, roll in cornmeal instead of flour and it will never stick to the pan.

TO FLAVOR BACON. Bacon soaked in either milk or water for half an hour, dipped in flour and fried, will be crisp and have added flavor.

VINEGAR WHITENS POTATOES. In winter when it is hard to get new potatoes, add a few drops of vinegar (about a teaspoon) to the water in which potatoes are boiled and you will find them as white as snow. Old potatoes are likely to turn black, and vinegar, while keeping them white, will not flavor the potatoes.

FUNNEL SEPARATES EGGS. To separate the white and yolk of an egg break into a funnel. The white will flow through and the yolk remain unbroken in the funnel.

TO FRESHEN GREEN CORN. To restore freshness to green corn on the cob soak in cold water fifteen to twenty minutes before cooking. It will be tender and sweet. Also, boiled and left-over green corn on cob may be dropped into boiling water or milk for five minutes and will be as fresh as when first cooked.

CUTTING CAKE. Always dip your knife in boiling water before cutting cake that has been iced. You will then be able to cut without breaking the icing.

HOW TO CUT HARD-COOKED EGGS. To cut hard-cooked eggs without breaking the yolks dip the slicer in boiling water each time.

COLD WATER KEEPS LEMONS AND ORANGES RIPE. To keep lemons and oranges cover with cold water. This keeps them ripe and juicy.

KEEPING NUTS. The best way to keep nuts is to sterilize them by putting them into a cheesecloth bag and then dipping them into boiling water for one minute. Then immediately dip them into cold water for several minutes. Dry them by patting them in a towel. This method removes all dust and bacteria, does not impair the flavor and makes shelled nuts last much longer without turning rancid.

SALT CLEANS GREENS. In cleaning greens add a handful of salt to the second water. This will make the sand sink to the bottom of the pan and another rinsing will make them thoroughly clean.

SHARPEN FOOD CHOPPER. To sharpen the food chopper when the knives become black and dull, run a piece of sand soap through the chopper. It brightens and sharpens the knives so they cut like new. Wash well in hot water afterward to remove all grit.

BOIL POTATOES FIRST. When baking potatoes, if potatoes are boiled about five minutes, then put into the hot oven and baked, they will be thoroughly done in about one-half the usual time.

RICE IN SALT CELLARS. By putting a few grains of rice in all salt cellars the salt will remain loose and dry, as the rice absorbs the moisture.

TIME SAVER IN SHELLING PEAS. Save time by washing the pods and then boil them in the pods. The pods will burst open when done and can be skimmed off, while the peas go to the bottom. The flavor will also be much better.

These pages contain only a few of hundreds of similar Helpful Hints in the Soda Fountain Handbook editorial files. These Helpful Hints are based on the actual business experience of practical Soda Fountain owners like yourself. In order that your Soda Fountain Handbook editorial staff can best determine how to

For Less Loss

EASIER THAN PEELING. Instead of peeling potatoes or scraping carrots scrub same with a chore ball and skins will come off easily without waste.

LARD PRESERVES TINWARE. Preserve tinware and prevent it from rusting by rubbing the article well with fresh lard. Cover every portion, then heat it thoroughly before using. If treated this way it will not rust, no matter how often it is left in the water.

FLOUR MAKES POTATOES TASTY. Before frying cold potatoes slice them and dredge well with flour. This will make them brown nicely and improves the flavor. Sprinkle with chopped chives or chopped parsley before serving.

MUFFIN TINS FOR MEAT LOAF. Instead of using a deep pan when making a meat loaf try putting it in muffin tins. It will look more attractive served individually and bake more quickly.

CLEANING PINEAPPLE. The easiest way to clean fresh pineapple is to remove the top and cut in about half-inch slices, then cut the eyes with paring knife and cube on your bread board. Sugar to taste.

SALT PREVENTS STICKING. Sprinkle a little salt in the skillet before placing fish in it to fry and the fish will not stick to the skillet.

WHIPPING CREAM. One tablespoon of gelatin added to two cups of thin cream makes it whip successfully. First dissolve gelatin in one tablespoon hot water. When cold, add to cream.

CLEAN BROILER WITH COFFEE GROUNDS. After using the broiler pour coffee grounds into it and rub well with them. It cleans easily and quickly.

RAW POTATO FOR MEAT LOAF. A medium sized grated raw potato wil hold a meat loaf together as satisfactorily as a raw egg.

ROLLED OATS TO IMPROVE VEAL LOAF. Veal loaf is much improved by the use of rolled oats. Hamburg patties also have a better flavor with these.

POACHING EGGS. When poaching eggs add a teaspoon of vinegar to the water. Vinegar helps to set the white and keeps them from spreading.

KEEPING LEFT-OVER PIMENTOS. To keep left-over pimentos drain off the liquor, cover with olive oil and place in a bottle with top. The oil may later be used for salads.

put this other material to work for you we will need your viewpoint on how valuable you consider this type material. Please write and tell us your reaction to these pages and your ideas on how further material of this type could be of value to you. Send in your letter immediately to Soda Fountain Handbook.

RADISHES AS MUSHROOM SUBSTITUTE. Radishes are a substitute for mushrooms when served with steak. When frying round steak try cutting up some radishes and simmer with steak.

TO PREVENT OMELET FALLING. If a pinch of powdered sugar and a pinch of cornstarch are added to egg yolks when making an omelet it will not fall.

LIGHT, FLUFFY MASHED POTATOES. In mashing potatoes add a small pinch of baking powder. This will make the potatoes light and fluffy.

BREAKING IN NEW IRON PANS. New iron and steel pans often have an unpleasant taste which spoils the food. An excellent way of counteracting this is to boil raw potato peelings in the pans for about ten or fifteen minutes.

TO LACE STUFFED CHICKENS. To close a stuffed chicken or turkey without having to sew it, stick toothpicks crosswise in both openings and lace them up with clean string just as a shoe is laced. Then after the fowl is roasted, remove the toothpicks and the string will come with them.

HOW TO BOIL SPAGHETTI. In boiling spaghetti or macaroni place it in a colander and then set the colander in the pot of boiling salted water. The spaghetti or macaroni never sticks to the bottom of the colander and is easier to handle.

MERINGUE. Beat a little cornstarch into the egg white along with the powdered sugar. This will prevent the meringue from falling.

CANTALOUPE ODORS. When storing cut cantaloupe in your icebox place in a paper bag and other articles of food will not absorb the odor of cantaloupe.

COOKING BEETS. A good way to cook beets when they are not any too young is to put on enough water to cover well and add two tablespoons of vinegar. They will cook in half the time and will be much tastier.

PREPARING CHEESE FOR SPAGHETTI. Instead of grating cheese for spaghetti, etc., put it through the fine knife of the food chopper. Saves time and energy.

BAKING PEPPERS. When baking peppers place them in muffin pans. The peppers wil hold their shape much better than when cooking in an ordinary baking dish.

CONTAINERS FOR BUTTER. Avoid earthenware for keeping butter or cooking fats, as it absorbs grease. Use enamelware or glass.

COTTON COLLECTS GLASS PARTICLES. If you have the misfortune to break a tumbler or other glassware, use absorbent cotton to pick up the fine particles, dampening the cotton before using. This method is much more effective than a brush, especially on hard surfaces. It gets even the smallest pieces and does away with the danger of slivers entering the fingers.

Soda Fountain

HANDBOOK

proudly presents

Editorial Contributions

from twenty-one members of the

National Soda Fountain Advisory Board

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★

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". . . dedicated to the ideal of greater service to soda fountain owners and operators through the cooperative effort of industry leaders."

Excerpt from National Soda Fountain Advisory Board Membership Certificates.

I. H. Bander

McKESSON & ROBBINS, NEW YORK, N. Y.

GIVES YOU HIS ANSWER

Q. How can my wholesaler help me obtain better profits from the management of my soda fountain?

A.

1. The basic principle of Soda Fountain operation is threefold. . . . Quality, Service and Cleanliness.

2. The basic principle of the development of profit is Proper Service, Proper Quantities and Proper Pricing, plus the Elimination of Waste.

3. Our progress is generally the result of our thinking, supported by action.

4. The time and duties of a retailer tend to restrict the "four walls" in which he lives.

5. The broader "space" covered by a wholesaler's salesman makes possible absorption by him of improved methods used by the other fellow. These methods are available to retailers because the salesman is glad to give them to his customers, without violating confidences.

6. The wholesaler, through proximity of source of supply, makes rapid turnover possible through obviating the need of buying quantities that tie up capital and which can be used constructively in other directions.

7. Frequent contact by the wholesaler's salesman makes possible "live" discussions on current methods and farsighted procedures, to eliminate obsolescence of procedure, to develop modernism and effect plans operating to the advantage of the retailer through producing more profit from operation.

8. What is going on in the modern presentation of service to attract all ages and keep them coming? . . . regarding types of food being served and the new services to please the palate? . . . what about the price structure to protect gross profit? . . . what is being featured for special service days, or weeks, on individual flavors or fruits? . . . ask your wholesaler salesman.

9. With broadening activities of the wholesaler in the development of Soda Fountain operations, the wholesaler's salesman should be able to advise on the latest equipment (major and minor) to keep the fountain up to date, attractive, "salable" and profit-producing.

10. The wholesaler's salesman comes to you open-handed . . . is it not wise to meet him the same way, as well as open-minded, and listen? . . . is it not wise to avoid a "red light in the ear" attitude, or a "mind with a closed door," to permit absorption of modern methods which are available to all who will listen, and read?

I. H. BANDER
McKesson & Robbins, Inc.

F. H. Barkes

NATIONAL CASH REGISTER CO., DAYTON, OHIO

GIVES YOU HIS ANSWER

Q. How can I develop a "Sales Quota" system for my fountain employees?

F. H. BARKES
National Cash Register Co.

A. Average sale up . . . sales volume increasing . . . sales effort better—that's the story in many soda fountains today. And that third condition provides the key to their success.

Salesmanship is just as vital behind the fountain as it is in any other business. When dispensers really sell they'll give better, faster service. They'll try hard to please and make suggestions to customers. They'll try to increase their sales volume, make more profit for the fountain.

BUT, there must be some incentive for them to put forth this extra effort. To create this incentive, successful fountain operators pay their employees on the basis of their sales, keeping an accurate record of the total volume of business, number of customers, and average sale by individual fountain men.

Many methods of payment for stimulating fountaineers to greater sales efforts are used, depending to a great extent on the type of fountain, the volume of business, location, etc. To be successful it must be fair to the employee and also insure the owner a return in increased business and profits.

One plan which is quite simple is to consider the results of the fountain as a whole. Monthly quotas are established and a bonus paid on sales over quota. There can be no fast rule for setting quotas—the important thing is to be sure they are fair but sufficiently above previous records to keep every one on his toes. The best guide usually is to take the sales figures for the corresponding month of the previous year, keeping in mind any upward or downward trend in business.

Individual sales records should be posted in some prominent place so that every dispenser will know just how much other employees are contributing to the team as a whole. One of the finest incentives is praise or criticism of fellow employees who will profit or lose, according to each "team member's" work.

A more effective plan but requiring more detail work, is to establish quotas for each fountaineer. Thus the bonus will be paid strictly on individual effort. If it is felt desirable, a deficit in quota can be carried over to the next month to be made up before the fountaineer is eligible for any bonus payment.

Another popular plan is to pay a bonus or prize for the fountain man having the highest average sale. It is appreciated that sometimes certain stations or sections of the fountain would make this method of payment unfair. This is particularly true of fountain layouts where the end toward the entrance of the store naturally gets a bigger play because it is more convenient to customers. This section usually has a large volume, but the average sale suffers because of the many Coca Cola and soft drink customers. In such cases, it would be desirable to consider stations only and the cash prize or bonus would be awarded to the individual having the highest increase in average sale for his particular station.

Some fountains insist that the customer count must equal at least the average for the fountain, as a precaution against fountain men neglecting customers whose checks are small.

Still another method of payment is based on salary cost. Say, the selling expense on a fountain is 16%. A fountaineer to justify a salary of $22.00 a week must have a sales volume of $125.00 to make his quota. A bonus is then paid on sales exceeding his quota.

Naturally as sales increase, the selling cost percentage for the fountain decreases.

The basis of all these quota-bonus plans is recognition for sales effort and an opportunity for the ambitious fountaineer to increase the size of his pay check.

Regardless of whether or not bonuses or commissions are paid on sales, this factor of recognition is all important in building sales effort. Recently one of the leading retail organizations made a survey of hundreds of salespeople, and were quite shocked at the results. This survey revealed that they were almost 100% wrong of what they thought employees wanted. Fair pay, which executives voted first, was eighth on the employees' list. Job security, voted second by the executives, came last to the employees. *Credit for all work,* which employees put first on their list, the executives put next to last on theirs.

It is a little wonder that so many fountain men develop that "what's the use" attitude when there is no attempt made to keep daily sales records and no recognition for good work. The "score" in the game of sales is just as important as it is in baseball, football, golf, etc.

To fountain operators it will mean sustained selling effort and greater profits.

Edgar S. Bellis

EDGAR S. BELLIS PHARMACY, BRONXVILLE, N. Y.

GIVES YOU HIS ANSWER

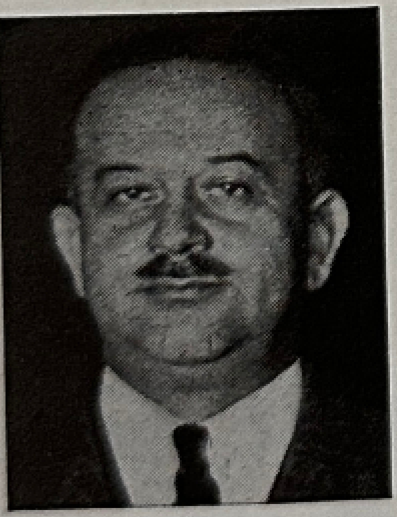
Q. What are the most important details an independent soda fountain owner should check?

A. If I were asked, as an independent soda fountain owner, what to check in reference to my soda business, I would start off as follows:

I would first check the neighborhood to ascertain what type of business the neighborhood stood for; by that I mean a fountain with luncheonette or without. After I checked this and ascertained in my mind what the neighborhood called for, I would then check my equipment. The equipment would be suitable for the type of business I would do. If I were to have a fountain without luncheonette, I would have all of the latest equipment, utensils, including a sterilizer for glasses, which is so necessary in making a fountain appealing. If I were to have a fountain with a luncheonette, I would do likewise. I would have all the latest equipment along with plenty of display space so as to *please the eye before the stomach.*

I would next ascertain what prices prevailed in the neighborhood and then try to serve the best for that prevailing price. I would then check to see that my fountain was not all cluttered up with unnecessary signs or various advertisements but would use appealing and appetizing signs to sell my wares. I would then check to see if I was carrying the best of merchandise that could be bought.

After checking all these, I would then check my help to see if they were carrying out the policy of the establishment. I would check the cleanliness, the thoroughness and the politeness of the help, which is so important to a business. I would also check the service of the help to see that water and napkin was served to each customer and a "good morning," "good evening," and "thank you" was given to each person. Particularly, I would check the laundry of the help and see that they were exceptionally neat.



EDGAR S. BELLIS
Edgar S. Bellis Pharmacy

After checking all of the above, I would then check to see what advertising I may do, if any, to let the public know of the above. After this, at the end of each month or the end of each week, I would check my inventory and ascertain the gross profit. By this I could then check to see that my help was not giving too large or too small portions for the benefit of increased business.

An important factor which should be checked by the independent retailer conducting a fountain is that salesmanship must prevail on the fountain as well as behind the drug counter or any other counter. Volume in increased profit must be obtained. In other words, training of the help is as important a factor as there is in any other part of the store.

Too many independents make the terrible mistake of taking expensive equipment and investment and turning it over to boys instead of having experienced help to conduct an important department in their establishment.

I, personally, have checked all of the above and find that my soda fountain department has paid dividends in great volume.

Q. Can the small Soda Fountain Operator logically install air-conditioning? If so, what is the cost to install it and keep it in operation?

WALTER A. BOWE
Carrier Corporation

Walter A. Bowe

CARRIER CORPORATION, SYRACUSE, N. Y.

GIVES YOU HIS ANSWER

A. Air conditioning is important to the profitable operation of any Soda Fountain. A comfortably cool store will draw family and transient trade, buying the more profitable "fancy items" instead of "take-out" orders. So great is the penalty imposed on the un-air-conditioned fountain that no owner can afford to do without installing air conditioning equipment.

Most small stores depend upon their fountains for a large part of their income. The more customers per day, the larger the check per customer; the less overhead per dollar income and the greater the net profit.

Present customers must keep coming and new customers must be attracted to the store. With cool, attractive surroundings, present customers are satisfied. With air conditioning new customers seek out the store to enjoy the comforts air conditioning provides.

A small fountain in a neighborhood store, or in out-of-the-way places is no handicap to business when air conditioning is used. A cool store draws trade, and customers stay longer and buy more. The owner of the neighborhood, or out-of-the-way store handling other lines will find that they keep better and move faster in conditioned air.

Experience varies with different owners, but some report that both volume of sales and the average size check doubled after installing air conditioning. This is understandable when it is realized that a comfortable retreat from the heat induces a tendency to stay longer and enjoy the comfortable air indoors; lingering longer, they buy more.

The advantages are not limited to the summer only. Air conditioning means cleaned air the year round, with controlled temperature, humidity and circulation at all times.

Not only is the comfortable fountain more satisfying to the customer, it is also enjoyed by employees and employer as well. Comfortable employees and "boss" means greater efficiency, less time out, more customers served, more friends made; all increasing the profits. The fine working conditions afforded with air conditioning attracts a high class worker and keeps him satisfied, a decided advantage to the owner.

The reduction in spoilage and handling losses, protection of perishables, and fewer mark-downs are assured with air-conditioning. One of the important features of conditioned air is the removal of dust and dirt from the atmosphere. Workers' uniforms stay clean and fresh looking longer.

Not only is stock kept better but furnishings remain cleaner. Displays stay clean longer, may be light and kept attractive without excess redecorating.

Air conditioning means the elimination of objectionable fountain odors. Conditioned air provides a freshness of atmosphere which makes the fountain attractive and stimulates appetites for increased sales. This is one of the important features obtained throughout the year in the air conditioned store.

Depending on the size of the store, availability of plumbing and water services, the layout of the interior, and the available space for equipment location, the initial cost of air conditioning equipment may vary from $600.00 to $1,500.00.

There is a wide selection of equipment available. Units may be of the suspension type, hung from the ceiling of the store with the refrigeration compressor located in the basement, thus using no floor space for the equipment. In the self-contained type, the air conditioning equipment and the refrigerating unit are enclosed in one housing. The self-contained unit is so styled that it blends with interior decoration for location in the sales space of the establishment. These units are themselves an advertisement of the progressiveness of the merchant.

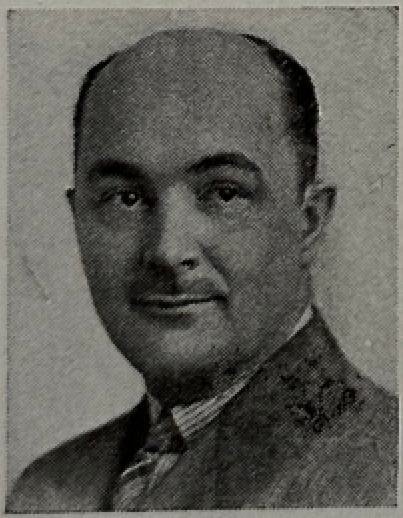
Operating costs also vary with store size and local utility rates for power and water, averaging from ten cents to fifty cents per hour. In selecting equipment keep in mind that quality of apparatus is important to assure long life and low maintenance. With proper judgment in purchasing, air conditioning for the small fountain can be the best partner the cash register ever had.

Douglas Bressler

REA & DERICK, NORTHUMBERLAND, PA.

GIVES YOU HIS ANSWER

Q. Will you explain how centralized supervision of a chain of fountains is just as effective as running a single unit?



D. BRESSLER
Rea and Derick

A. The main effectiveness of Chain Drug Store Soda Fountains is its set-up as concerns uniformity. This plus intelligent supervision form the essential makeup of Chain Soda Fountain success.

The chain fountain manager in the majority of cases, has at his disposal a basic working formula for all merchandise used on his unit of which all net costs and selling prices are kept. He also has a definite scaled gross profit figure to make on all services, whether food or drink. The costs are kept to date to acquaint him with his operation at all times. In other words he practices one of the oldest of merchandising tenets in knowing his net costs per service no matter how small that particular service may be.

The operation of any unit is dependent on the personnel which forms such a large item in its success. Assuming that like personnel mans both a chain and a single unit; to begin with, the operation of the former is provided with a blue-printed layout of selling in most chain operations which puts him on firmer footing than his contemporary single unit manager. This, of course is not to say that the single unit does not have access to the same data concerning successful soda operation as does the chain, but in most cases the average single unit drug store fountain does not avail itself of this material, either through lack of source or not caring for same. Therefore the chain manager has just an effective edge or "shall we say" more so than the single unit. But here the average chain goes further and attempts to make each unit more effective by rigid personal supervision. Supervision into food costs and sales, sanitation, personnel cleanliness, merchandising, gross profit, breakage and all the myriad of interesting ingredients that go to make up the work of a successful Soda Fountain.

The supervision in large metropolitan chain units begins right in the commissary and continues on into the unit. Practice schools are set up in most chains and operated under supervisors' care so that the operator receives a thorough training before being admitted to any unit; and insure well trained help, trained in the way the chain dictates and knows, is the most successful for a profitable operation. They are all thoroughly trained in the correct amount of food stuffs to serve and the costs, the size of containers to use, how to properly serve, in other words the training is so complete and supervision so thorough in many chains that they have become models for personnel managers to investigate. Herein the chains show their operators how many ounces of ice cream to the gallon, how much the various size scoops of ice cream cost and make them conscious of the amount of gross profit each item or service should yield. Every item listed on their menus has a formula to back it up and the operator is warned to give just that amount. Close supervision while at school teaches the beginner that giving under-service and cheating the customer is just as bad as giving over service. They are taught that gross profit can be made with quality by properly portioning the amounts. They are also shown control of expenses as linens, etc., care of equipment, breakage and sales merchandising. So the chains thus situated are able to place such experience in their units immediately. Urban chains and smaller organizations rely on manager training, monthly meetings and personalized store supervision for this important phase of personnel training and most chains use this as a beginning of a good soda operation and realize that no matter how good the location, or how modern the equipment, all effort is lost unless the proper personnel is placed in that unit and its centralized supervisors continue checking this personnel and keep it as near perfect as is possible.

So while the question as to whether centralized supervision is just as effective in chain fountains as it is in single units can be debated pro and con, it all depends on the owners and their interest in the Soda business. However, the average chains today realize the huge investment in soda equipment, the importance of that phase of the business and that the centralized subect as outlined is so rigid and well controlled to be equally as effective as the single unit operation if not more so.

Louis D. Carliner

BETTAR ICE CREAM CO., BALTIMORE, MD.

GIVES YOU HIS ANSWER

Q. What must I do to make sure that my ice cream cabinets are kept in an absolutely sanitary condition?

LOUIS D. CARLINER
Bettar Ice Cream Co.

A. The necessity for keeping ice cream cabinets in an absolutely sanitary condition cannot be over-emphasized. The health of your customers depends upon the care you give to the sanitary handling of everything on your soda fountain and your ice cream cabinet is no exception.

Then, there is the matter of keeping your ice cream in good condition. Unless your cabinets are sparkling with cleanliness inside and out; unless there is no sign of unpleasant odor; you cannot expect your ice cream to retain its freshness of flavor. Any odor in your ice cream cabinets will be absorbed by your ice cream. If your cream is unpleasant in taste and odor, you can't expect your customers to continue to patronize your store day after day.

There are some rules which you can follow to assure cleanliness of your cabinets:

1. Place the responsibility for keeping these cabinets clean on some individual and keep him on his toes by making it a habit to inspect cabinets a few times a week.

2. Set his duties for him. Each morning have him wipe the top and sides of the cabinet thoroughly and the tops and bottoms of the lids.

3. Once a week the lids should be taken off and thoroughly scoured with a hot cleansing solution, then dipped into cold water to cool off. They should be thoroughly dried before putting them back on the cabinet.

4. A stiff wire brush should be kept near the cabinet and the ice formation, over one half inch thick, should be scraped from the inside of the cabinet. Under no circumstances should the ice be permitted to form above the rubber gaskets because the lids will then fail to close. Frosting will occur and you will be wasting electric current.

5. Once a week one section of the cabinet should be emptied and every particle of foreign matter and loose ice cream removed.

These may seem to be simple, easy to follow rules, but stick to them and you will have clean, sweet-smelling, sanitary cabinets. Your customers' health will be safe in your store and your ice cream will retain its fresh and pleasant taste.

Q. What is the method of computing the cost "per service" of concentrated syrups?

H. I. Carnahan

RICHARDSON CORP., ROCHESTER, N. Y.

GIVES YOU HIS ANSWER

A. You are in business for profit. You must figure your costs to make the necessary profit on every item you sell.

Your investment in quality ingredients gains increased profits by developing increased business from satisfied customers. Saving of a few cents by purchasing inferior ingredients will lose dollars in customer satisfaction.

Figure costs on a per serving basis. You'll decide that the use of better quality fruits and syrups has a very small effect on the *cost* per customer; an important effect on the *satisfaction* per customer. The table below gives you actual figures.

Cost Per Serving 1½ Oz. Syrup (Sugar figured at $5.30 per 100 lbs.)

Cost per gallon syrup	*Ready-to-use*	*1 to 1 Dilution*	*2 to 1 Dilution*	*3 to 1 Dilution*
$1.25	.015			
1.50	.0176			
2.00	.0235	.0138		
2.25		.0153	.0116	
2.50			.0126	.0104
*2.75				.0112*
*3.00				.0119*

*Note that on a 3-1 dilution concentrated syrup a difference of 25c per gallon on the cost of the concentrated syrups means a difference in cost per serving of .0007 to 7c per 100 servings . . . that means 7c difference in $10.00 sales at 10c or $15.00 sales at 15c. 7c is a small price for serving 100 satisfied customers better flavored sodas.

Cost Per Serving 1-Oz. Topping

Cost per doz. ½-gal. jars	*Ready-to-use*	*1 to 1 Dilution*	*2 to 1 Dilution*
$15.00	.0195		
17.50	.0228		
20.00	.0260	.0144	
22.50		.0160	.0116
25.00		.0176	.0127
*27.50			.0137*
*30.00			.0148*

*Note that on a 2-1 dilution of topping a difference of 2.50 per dozen ½-gallon jars on the cost of the topping means a difference in cost per serving of .0011 or 11c per 100 servings . . . that means 11c difference in $15.00 sales at 15c or $20.00 sales at 20c. 11c is a small price to pay for serving 100 satisfied customers better flavored sundaes.

Leaks often cause per-service cost to shoot up faster than price difference in materials used. By leaks we mean incorrect quantities of syrup or topping served, or incorrect dilutions of the concentrated products.

We may think we are shrewd buyers to save 25c per gallon on the price of concentrated syrups, yet we entirely overlook these so-called trivial leaks or losses. These represent losses not only from a cost standpoint but losses in patronage; customers do not return when sodas or sundaes are over-sweet or too strongly or too weakly flavored. Correction of personnel methods of serving mean far more saving than does a difference in cost of flavoring material used.

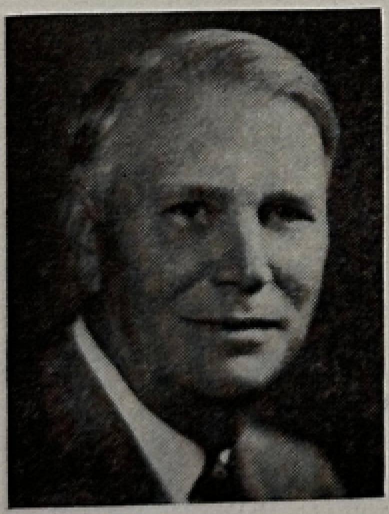
Always remember the soda fountain is *your department.* In other departments of your store you sell someone else's cigarettes, cigars, candy, gum or toothpaste. They do not represent your store as does the soda fountain.

Sodas and sundaes are *yours.* The soda fountain, therefore, should be your prize department, your proudest possession. It represents *you* and *your business.* Look your soda fountain over. Check the quality of the items you are serving. Check the variety. Check the correctness of your service.

Good flavor at your soda fountain can make people remember you and your store. They will remember because the fountain is clean and the service is prompt and cheerful. But what they remember most and long after they leave your store is the flavor of the soda or sundae. If it is good they will come back with their friends. If it is not so good they forget it . . . and very likely forget your store.

Serve specials. Give the public variety. Make your fountain the talk of the town. Make up a soda or sundae and give it *your* name. Brag about it. Name another soda or sundae after some well-known local person. They will like it and their friends will boost it. Name a soda or a sundae after a nearby school or college or large office building or factory. All have employees or boosters who will try this special and boost it too.

Such service will increase your trade and more than offset the slight extra expense and care you have put into your soda fountain service. Again, we say the soda fountain is *your department.* Make it worthy of your name.



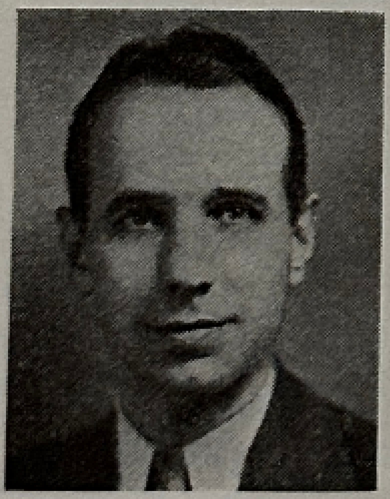
H. I. CARNAHAN
Richardson Corp.

J. D. Catlin

DIXIE-VORTEX CO., EASTON, PA.

GIVES YOU HIS ANSWER

Q. How can I develop a more sanitary soda fountain?



J. D. CATLIN
Dixie-Vortex Co.

A. "He's a crank!"

Those are words of the fountaineer, expressed as he watches a fountain patron suddenly leave his stool, and vanish through the door without having ordered. Not knowing the reason for this unusual action, the fountaineer merely says, "crank," and lets it go at that.

But let us look at the customer's side of the story.

Mr. Customer was thirsty. The soda fountain seemed to be the answer to his thirst problem and he walked in with the anticipation of enjoying a delicious drink. He wiggled onto a stool and began to think which of several fountain drinks he would like to have. His mind was about made up when . . .

At this juncture, Mr. Customer's eyes fell on the back-bar. He imagined, or else his nostrils told him, that the wet and spattered back-bar with its dirty towels was slightly nauseating. His eyes traveled to the fountaineer's uniform which showed splotches of chocolate and fruit syrup. Now he quickly scanned the fountaineer's hands and nails, and his unkempt hair. Suddenly his appetite left him, after which he walked away without having ordered the beverage he wanted.

Multiply the instances such as this and you begin to have an idea how important cleanliness can really be. It is a fact that fountain patrons seldom feel called upon to tell the fountain operator about unsanitary fountain practices. They don't need to do so. Their actions say it better than words. If one fountain doesn't offer complete enjoyment, they patronize another. It's as simple as that.

When I speak of sanitation, I refer to conditions which permit *enjoyment* of food and drinks. This includes both the environment and the equipment. Remember that the fountain customer has five senses, and that a successful fountain must appeal to all of them. He doesn't want to *see* disorderliness, nor unclean utensils nor equipment; he doesn't want to *smell* foreign odors; he doesn't want to *touch* sticky counters or menus; he doesn't want to *hear* too much talk; nor does he want to be disappointed in the *taste* of the item he orders. Oddly enough, the taste or "appetite appeal" of the fountain specialty is largely dependent on *all* five senses.

Too much importance cannot be placed on "appetite appeal" as a magnet for drawing customers to the fountain. By this, I mean that a customer, by the pleasure of complete enjoyment, returns to the soda fountain where he is delightfully satisfied with fountain specialties. *This appetite appeal can be completely destroyed by the thought of uncleanliness.*

The all-important factor of serving food and drink must focus on the glass, cup, or dish which is used. Not only must this receptacle be absolutely clean, but the customer must RECOGNIZE it as such. He must be assured that his health will not be hazarded when he uses it.

Sanitized glasses, not the hastily rinsed variety, provide health protection such as the customer wants. The question arises whether the customer is certain-sure that the glass is sanitized. Always there is uncertainty of the degree of effort that is expended to attain sanitization. Here the single-use paper cups and utensils have an advantage in that they are used once, and then destroyed. Customers KNOW that other lips have not touched them. Even in rush periods, when sanitation most often breaks down, the single-service paper cup and utensil is as safe as at other times. Service remains orderly, although far more speedy.

The habit of neatness should be cultivated by fountain help. Personal fastidiousness must extend to every factor involved. To discover what these factors are—look at your fountain through your customer's eyes. Remember that he is not anxious to patronize any establishment where he may hazard his health, nor which would be revolting to his aesthetic senses. Provide facilities at the fountain and in booths that are in keeping with the cleanliness of the customer's own home.

Be glad we have "cranks" on cleanliness. Provide cleanliness that your customers recognize as such. By doing this, you will put a stop to fountain patrons leaving the counter without ordering. No matter how we look at it, the fact is that a customer's health is his most prized possession, and he has a right to "be a crank" when it comes to protecting it. Since his good money is paying for a fountain beverage, who can say that he does not have the right to get full enjoyment from it? Since full enjoyment is inter-related with cleanliness, be certain your fountain is clean.

Q. What are the most important factors to an independent druggist in merchandising his fountain?

J. B. Clower

SCHMIDT'S DRUG STORE, WOODSTOCK, VA.

GIVES YOU HIS ANSWER

A. My experience as an independent druggist has convinced me that the soda fountain if merchandised, can constitute the magnet to trade for the small independent druggist all during the year. Young people as well as older folk will gather at the fountain for the refreshment and social pleasure which they derive. In small towns and in various neighborhoods in the big cities, the soda fountain is the place to go after the movies, for school lunch, for afternoon refreshment and as a result has become the friendly "dropping-in-place" for all the family.

I advise other independent druggists to install soda fountain equipment instead of relying on the ethically "strictly a drug store" proposition with its emphasis on prescription work solely and exclusively. I have found that there are not enough patients and prescriptions in a small town to keep one running.

In running a soda fountain there are many personal as well as material factors to be considered. The soda dispenser should be courteous, neatly clad and someone who can be relied upon to neglect no customer at the counter. In a small town it's a wise idea to hire someone who knows your customers sufficiently well to exchange a pleasant word. Boorish, neglectful service is injurious to counter trade and to the drug store that relies upon other sales. A smile now and then or a pleasant word "wins friends and influences people" to trade in your store.

Cleanliness should be stressed. The dish washing equipment should be used constantly. Spoons and dishes should be polished and have no trace of prior use. The words "sanitary fountain" may be advertised. Syrup pumps and containers need to be kept clean as a whistle. Silver fixtures and mountings do not escape this sanitary investigation. It is not necessary to have elaborate equipment. The small store can make a good impression by being plain, but neat and sanitary.

J. B. CLOWER
Schmitt's Drug Store

An important feature is decoration. Silent salesmen in the shape of candy boxes, jars, etc., need to be in plain sight, as not a little income is provided through such sales while the customer is at or near the counter. All sorts of knicknacks can be provided on revolving stands a-glitter with mirrors, such as perfumes, toilet accessories, soaps and other small items that are of such importance to the young women who come into your store—and don't forget the buying power of their beaux.

The thing to stress is the factor of purity and quality. A high grade, well-known brand of ice cream should be advertised as sold exclusively. Prices will be standard, depending on competitive stores. A metal sign outside the store is an added feature, combined with perhaps the trade name of a sign issued by the ice cream company dealt with.

The big chain stores in the cities are examples of what can be done with soda fountains. The small-town dealer can hardly be expected to put in so much equipment. But, there is a matter of degree or extent of elaborateness, the smaller units are equally good on a scale to suit the size of the store and no one can complain if the bigness is lacking and the quality is present. Illumination by sign displays and warm lights indoors with attractively colored shades make the place a magnet, especially in the winter nights of outer darkness and chill.

Good ice cream and sodas and frappes and sundaes priced moderately for heaping quanitities are a constant recommendation even more than spoken or printed words. Diminutive ice cream cones do not bring repeat orders. After all, it is what the soda counter has to sell that constitutes its selling points. Secondly, proper announcements by display or ads, and, thirdly, the personality and tone of the store itself are all the best merchandising you can have. Remember—everything in your store can be merchandised—sanitation, atmosphere, quality foods, will all mean more merchandising opportunities for you.

Q. How can I build more business on my fountain by using a "Nutrition Message?"

Norman Draper

AMERICAN MEAT INSTITUTE, CHICAGO, ILL.

GIVES YOU HIS ANSWER

A. Public interest in nutrition is at a higher peak than ever before. People who formerly never gave a second thought to food values are now conscious of the proteins, vitamins, minerals, and other food elements needed in the daily diet.

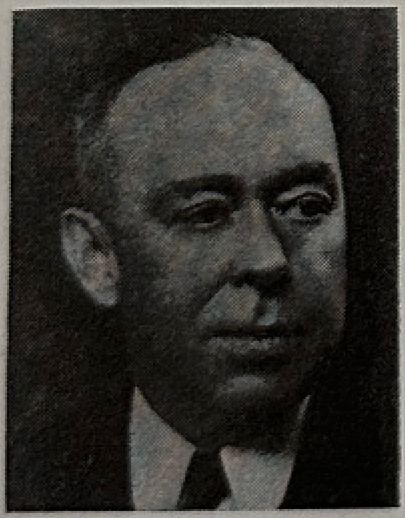
Such public concern is properly termed public enlightenment, for good health is the nation's first line of defense. The country is only as strong as its people, and the strength of the people depends on good food.

To those who are engaged in feeding the nation falls a great responsibility—that of guiding people towards common sense eating. Without such guidance, many of them turn to food fads in the mistaken belief that they are necessary and not fully realizing that their nutritional requirements can be satisfied with a well-balanced diet.

Such an opportunity for performing a patriotic duty and building better business at the same time seldom occurs. It is an opportunity for fountain operators, because they have long catered to the public appetite perhaps more than any other group, and when the appeal of nutritional value is added, the result ought to be well-nigh irresistible.

How can the fountain operator best use the interest in nutrition to increase his business? Here's one way it might be done: It probably would be conceded that sandwiches represent a high proportion of any fountain's food business, and most sandwiches contain meat of some kind. Here is an excellent opportunity, for recent research has given meat high ranking as a "protective" food. Meat of all kinds contains B vitamins, minerals, and proteins, all of which are essential to health and well-being.

It is well established that pork is one of the richest known sources of vitamin B_1 or thiamine. To cash in on the appeal of this well known vitamin, the fountain operator might simply feature "Vitamin B_1 Ham Sandwiches" instead of just "Ham Sandwiches." Additional nutrients supplied by two slices of bread, a leaf of lettuce, and perhaps a glass of milk, help to make a light lunch—a safe and healthful lunch.



NORMAN DRAPER
American Meat Institute

The subject of light luncheon combinations raises a question that directly concerns the fountain operator—"How much to eat?" During the first World War, people were concerned with quantity of food, but the newer knowledge of nutrition has shown that *what* they eat is of more consequence than, "How much." Especially for people who eat and run is this question of nutrition of paramount importance. A light luncheon combination, easily served at any fountain, can supply more of the daily dietary requirements than a heavy meal when insufficient attention is given to food value.

All of the foods recommended by the government's Food and Nutrition Committee as being necessary for good health—meat, milk, eggs, fruit and vegetables, whole-grain cereals and breads—can be served and are being served at most fountains. But people who still regard a fountain luncheon as being synonymous with an inadequate luncheon must be educated to the truth of the matter—that a large meal is not necessarily a good meal and that a light luncheon can supply everything needed for good health and have the additional advantage of a low calorie content for those who must watch their weight.

Various companies engaged in food processing can be of aid to the fountain operator who is looking for increased business.

M. K. Grey

HILL-SHAW CO., CHICAGO, ILL.

GIVES YOU HIS ANSWER

Q. How can I build a reputation for serving the best coffee in my town?

A. Good coffee on your fountain can build you a reputation that will make you the business-getter of the neighborhood and the envy of your competitors for miles around. Get your reputation for good coffee and you'll sell more than just coffee! You'll sell other items on your fountain that pair with coffee to make more profits for you.

In the preparation of good coffee there are a few fundamental principles involved. The first is—be sure your coffee is good. Then, measure or weigh it carefully to be sure you're using the exact amount each time. Be positive that you have the proper grind and that it is fresh. It's a good policy to purchase your coffee about once a week.

After you are sure of your coffee being just the way it should, have a look at your coffee maker. Since I am more familiar with the glass coffee maker than with the other types, here are some things to look for in your glass brewer. Is your filter cloth clean? (Be sure it is by changing it frequently). Is your coffee maker carefully RINSED (*not* scoured with abrasives)? Is the bottom of your bowl free from carbon deposits and coffee stains? How about the funnel tube—is it free from coffee stains too?

Now, if everything's "shipshape" you can "fall to." Fill the lower glass with *fresh* water. Bring to a boil and put coffee in upper glass. Insert into lower glass, gently, pushing straight down. When water rises into upper glass, stir grounds. Allow to remain over heat for several minutes; then remove from heat. When all the beverage has filtered down, remove the upper glass, place decanter on low flame and keep at serving temperature.

Follow the rules and the answer is, "Perfect Coffee."

Now that you've got it all done, how are you going to serve it? What happens now will make your reputation or leave your customers unimpressed. Why waste all that time and careful preparation if you won't serve it the best possible way?

And, the best possible way is to use 1 oz. of 22% cream. Evaporated milk, thin cream, evaporated milk and whole milk mixed—none of them will give the final touch the way real, 22% cream will. Serve it and your customers will keep coming in for that extra-special, perfect cup of coffee they can't get anywhere else.

M. K. GREY
Hill-Shaw Co.

Now, there's one more tip in the care of your glass coffee maker. Once a week give it a thorough cleaning. Clean your upper bowl by pouring a tablespoon of utensil cleanser in lower bowl. Then fill the lower bowl with hot water, insert upper half (WITHOUT filter) and let water boil up through funnel tube. As the water boils, run a narrow brush briskly up and down the funnel tube, to remove oil and sediment. Remove from heat and let water return to lower bowl. Then, remove the upper part and vigorously scour inside with stiff brush. Thoroughly rinse both upper and lower bowls and hot water. Your coffee maker will be sparkling clean and sweet smelling and the result will be better coffee for your fountain.

Yes, you can build a reputation for superior coffee on your fountain by following just a few simple rules:

1. Use good coffee.
2. Measure your coffee carefully.
3. Serve your coffee with *cream*.
4. Care for your coffee maker exactly as described.

Q. How can I merchandise my luncheonette department?

J. B. Holcomb

H. J. HEINZ CO., PITTSBURGH, PA.

GIVES YOU HIS ANSWER

A. This is a question that should be considered with regard to ANY department. The merchandising of the *luncheonette* department, however, is probably the most important in the store.

No other department shows a better margin of profit than a well-managed luncheonette, nor has the opportunity to attract the consumer to your store three times each day, every day in the year.

Good merchandising is based on an appeal to one or more of the natural senses, for that is where the desire to buy originates, and catering to *all* of the natural senses is essential to good luncheonette merchandising.

Good luncheonette merchandising begins with *eye* appeal. The right equipment, cleanliness, proper lighting, well designed menus, appetizing display of foods, orderliness, artistic decorations, attractive personnel, etc., are all essential to good luncheonette merchandising.

Catering to the *ear* is almost as important as to the eye. The clatter of dishes, the "sounding off" of loud-mouthed employees, the blast of a jazz band from the radio are not conducive to the peaceful and quiet atmosphere most of us crave at meal time.

Too many places overlook the sense of *smell* in planning luncheonette merchandising. A clean, fresh atmosphere, devoid of offensive odors, is a major asset, and a good ventilating system is just as important as a bright show window or backbar.

Uncomfortable chairs, stools of the wrong height, wet counters, or sticky menus that offend the sense of *touch* are all things to be avoided.

The big thing, of course, in food merchandising is to appeal to the sense of *taste*—and *flavor* is the one and only appeal you can make to taste. Flavor is the yardstick by which your customers measure QUALITY in foods.

Fine FLAVOR, properly served, is the most powerful factor in food merchandising and very few have succeeded in the luncheonette business who failed to recognize this.

These vulnerable spots to good merchandising, created by nature, by no means represent a *complete* merchandising program. To "merchandise," according to Webster, is to SELL and everything you do, including the selection of a location, is designed, or should be designed, to the making of a SALE.

Merchandising begins at the front door and is in evidence, good or bad, to the back door. Good merchandising includes attractive displays of seasonal items *when they are most profitable;* of well known brands that add prestige to an establishment; of products that appeal to the class of trade predominating in the community.

The MENU is an important factor in a powerful merchandising setup. It should be easy to read, should *stress* profitable or seasonable items, should "cash in" on special events and the wording should have sales appeal. For instance,

> "Golden Brown Toast, With Pure Fruit Jelly
> and Fresh Creamery Butter"

may sound like a better buy at 20 cents than just "Toast and Jelly" at 10 cents.

Another merchandising asset is the personality of sales people. A friendly smile, added to courteous and prompt attention, is a magnet that helps draw trade.

Store "atmosphere" is that intangible something that makes you like or dislike the place where you spend your money. Frequently it reflects the personality of the owner, but should always represent and appeal to the predominant element of the community.

Some form of *advertising* can be made a profitable part of merchandising. Advertising, of course, must be designed to meet the needs, as well as conform to the limitations, of the individual outlet. It may be direct mail, the passing of menus around the neighborhood, newspaper or billboard advertising, etc., but there should be *something.*

Advertising should reflect the atmosphere of the luncheonette. It should be designed to attract attention and do a *specific* selling job. A hundred post cards may feature:

> "A Boston Baked Beans and Brown Bread Luncheon, Thursday."

If properly worded, and addressed to the right people, such a card will usually pay a big profit, any week, in any section—and this is but one of scores of similar advertising ideas that can be used.

Many purveyors of food products offer a menu and recipe service, as well as other merchandising aids, to their customers. Furthermore, the salesmen of most purveyors are trained in the practical art of merchandising. Therefore, there is a wealth of information and much helpful cooperation available to the dealer who recognizes the value of merchandising and wants to work at the job.

J. B. HOLCOMB
H. J. Heinz Co.

Q. What are the necessary factors to consider in making mixed drinks?

Louis D. Jones

HAMILTON BEACH CO., RACINE, WIS.

GIVES YOU HIS ANSWER

A. In the manufacture of mixed milk drinks, consisting mainly of malted milk and milk shakes, there are certain fundamentals which have a direct bearing on the essential qualities of a *good* mixed drink. Fortunately these fundamentals are simple to apply and easily controlled in everyday operation.

The public likes to drink its ice cream. The proof of this statement is borne out by the large volume of ice cream that is sold in mixed ice cream drinks—more than by any other single source. But tastes vary, so it is impossible to suggest any *one* drink formula. Use the proportionate amount of ice cream and milk that produces the type of drink which appeals to the greatest number of people in your locality.

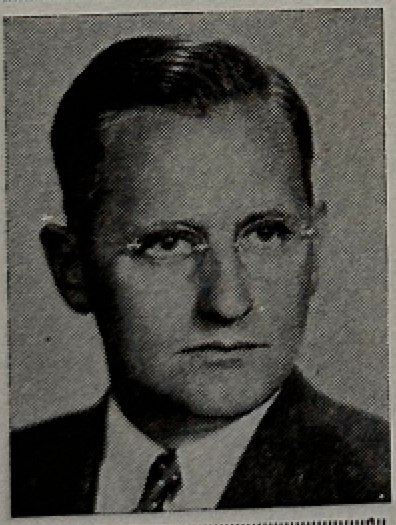
The most important factor in making a good mixed drink is *aeration*—not until a drink is aerated to its maximum does it reach its peak of perfection in creamy smoothness and richness.

To obtain the highest quality possible—careful consideration must be given to the factors that influence aeration—temperature of ingredients—the type of agitation—and the time of mixing.

Approximately 90 per cent of any mixed drink is milk and ice cream, the other 10 per cent being flavoring and malted milk powder. The ice cream is usually kept at low dipping temperature and because of the original over-run in ice cream, it cannot be aerated during the mixing process. Therefore, practically all the aeration takes place in the milk and the more milk that is used in a drink, the greater will be the aeration and the greater the increase in the volume of the finished drink.

To produce the best results, in aeration and volume—the milk should be kept *as cold as possible*, near the 32° mark. Milk mixed at this temperature shows the greatest percentage of over-run or aeration and the highest degree of smoothness. As the temperature of the milk rises from 32° to 40° the possibilities of aeration decrease about 13 per cent. When the temperature of milk goes above 40° the drop in its aerating qualities is rapid. Raising the temperature another 8°—from 40° to 48°—further decreases aeration 30 per cent—or a total of 43 per cent below the 32° peak level.

Make this experiment—take 8 oz. of milk at the temperature you regularly use; chill another 8 oz. to 32°; allow still another 8 oz. to reach room temperature. Put each in separate containers and run on your mixer for one minute. Now measure each and note the difference in volume—texture—and *most important, in taste.*



LOUIS D. JONES
Hamilton-Beach Co.

Without question the greatest influence on aeration, is the type of agitation used in mixing. As stated before, ice cream cannot be aerated during the mixing process but it is absolutely essential that its original over-run be held. The agitator must be of such design and operate at a speed that will blend the ice cream and milk without breaking down the ice cream to a liquid consistency. At the same time, it must fold or whip the proper amount of air into the milk to give the maximum aeration.

This type of agitation will produce a drink of the utmost smoothness—a drink that will reach the ultimate in appearance, taste, and customer appeal.

While the temperature of ingredients and type of agitation are constant factors, time of mixing varies with the type of drink. It takes a little time to thoroughly blend and aerate an ice cream mixed drink—and the greater the percentage of ice cream that is used, the more time it takes to bring it to its highest quality. Too fast speed of an incorrectly designed agitator tends to create abnormally violent agitation that breaks down the over-run of the ice cream and does not permit the milk to become properly and thoroughly aerated. The result is a thin, lifeless drink—lacking in appearance and flat in taste.

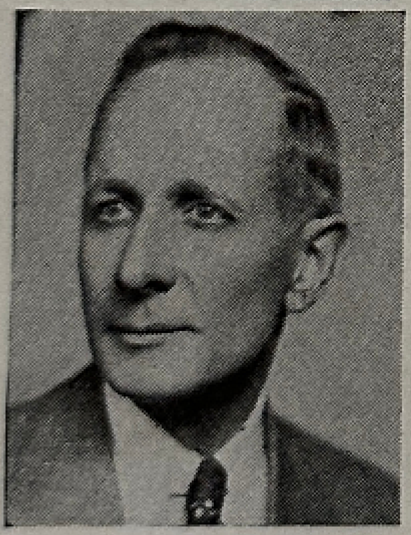
The profit possibilities of mixed ice cream and milk drinks are well known to the progressive fountain owner and manager. Needless to say, better mixed drinks will build even greater profits. So follow these simple fundamental rules—keep ingredients, especially milk, at low temperatures, use the correct type of agitation, and allow sufficient time to do a proper mixing job. Do this and you are on the road to increased fountain volume and profit.

J. A. MacLaren

BOWEY'S INC., CHICAGO, ILL.

GIVES YOU HIS ANSWER

Q. I would like to know how to figure out the cost "per serving" of crushed fruits.



J. A. MacLAREN
Bowey's, Inc.

A. Essential to efficient Soda Fountain operation is knowledge of costs to know what profit margin is reasonable for quality service. Too much profit does the same as too little.

It is wrong to start with a jumbo quantity and trim cost by finding low price ingredients. The eye may tell your Fountain patron to try a dish —but repeat business starts at the palate. From the palate on there is a reflex which says "don't buy again if satisfaction isn't quality inspired."

Avoid the temptation to save cost through making your own fruits and syrups. People who specialize in quality and quantity production can relieve you of responsibility as far as your quality and uniformity is concerned. Their facilities are complete, and their methods precise and you gain laboratory control which is priceless to you. The time consumed, occasional spoilage of a batch, lack of assurance of the keeping quality, all mean extra cost. Most important is the reaction of your customers. When the reaction is favorable, your sales are multiplied; when unfavorable, any cost is too much.

Fruits and Syrups are obtainable at different prices. Cost will not be the same for all items nor uniform for all flavors. Purchase Crushed Fruits and Fruit Syrups, as well as Chocolate Syrup. Manufacturers able, and accustomed, to providing choice merchandise provide Crushed Fruits to be diluted with simple syrup: likewise fruit syrups concentrated for dilution by the Soda Fountain operator. These fruits and syrups are to be diluted as directed on the labels of the containers—and Chocolate Syrup generally just as it comes in the container.

Suppose your Crushed Fruit is purchased at a price of $3.50 per gallon; and you dilute it, one part of Crushed Fruit to two parts of simple syrup; you would figure thusly:

1 Gallon Crushed Fruit, per gallon	$3.50
2 Gallons Simple Syrup	.70
Total cost 3 gallons Ready to Use Fruit	$4.20

3 Gallons @ 128 ounces to gallon = 384 ounces
384 ounces for $4.20 equals $.0109 per ounce

When one ounce is used to a service, cost is slightly more than one cent per service. If 1½ ounce is used, cost is a trifle over a cent and a half. Or, a generous 2 ounce service costs 2 1/5 cents for the fruit portion of the Soda or Sundae, or whatever it may be.

If you dilute your Crushed Fruit with one part Fruit, one part concentrated Fruit Syrup and one part of simple syrup for an extra deluxe ready to use Crushed Fruit, figuring your Crushed Fruit at, $3.50 per gallon, and your concentrated Fruit Syrup at $2.70 per gallon, you would have the following:

1 Gallon Crushed Fruit, per gallon	$3.50
1 Gallon Concentrated Syrup per gallon	2.70
1 Gallon Simple Syrup	.35
Total Cost of 3 gallons Ready to Use Crushed Fruit	$6.55

3 gallons, 128 ounces to the gallon equals 384 ounces
384 ounces for $6.55 equals $.0170 per ounce.

An ounce service would cost just about 1¾ cents. And an ounce and a half service would cost close to 2½ cents.

Concentrated Fruit Syrups from which to prepare Ready to Use Syrups for your Soda Fountain are made for you to dilute usually at the rate of 3 to 1, which is 1 gallon of Concentrate to 3 gallons of simple syrup. At $2.70 per gallon for the Concentrate and 35 cents per gallon (or $1.05 for 3 gallons) of simple syrup, you would have $2.70 plus $1.05, or $3.75 for 4 gallons ready to serve fruit syrup. That would make 512 ounces for $3.75, or a trifle less than ¾ cents per ounce.

In building total cost of your finished service add the cost of your ice cream, milk, or carbonated water, whipped cream, decoration such as nuts, cherries, etc.

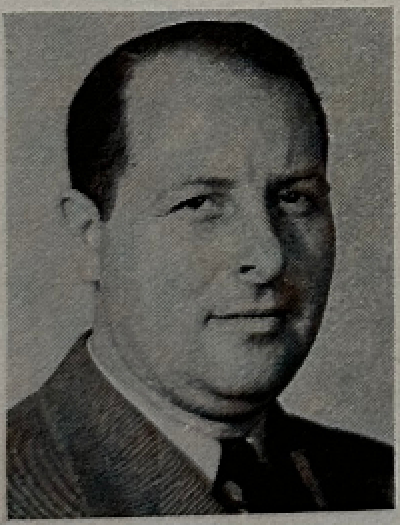
Make sure profit is not too small nor too great. Use the happy medium, and resolve to give satisfaction to your patrons in quality and service. Reasonable size portions of fine quality, and select service, build profitable trade. This conforms with the accepted needs of your Fountain in which you as a Soda Fountain owner, manager or attendant, are vitally interested.

R. W. Mann

BRUNSWICK-BALKE-COLLENDER CO., CHICAGO, ILL.

GIVES YOU HIS ANSWER

Q. How can I make my back-bar of greater merchandising value?



R. W. MANN
Brunswick-Balke-Collender

A. The Soda Fountain Back Bar is one of the most powerful profit producing units in a well-managed store today.

Sales are created through sensory appeals and, of these, *eye appeal* is the most resultful. It follows, therefore, that to sell merchandise you must display it, and that the displays must be attractive, suggestive, and tempting. There are good display men in every city and since most of the products you sell are shipped to you complete with display material, that problem is easily solved. The real problem lies in determining what to display and where to display it.

What you display depends upon the type merchandise you want to push. Where to display it most advantageously offers another problem, but a careful analysis of productive display areas provide the answer.

A large volume of store traffic stops at the fountain, because that department appeals to basic human wants. The secret of merchandise displays that sell, is making displays so attractive they attract the potential purchaser at once. If you can stop him long enough to look at the merchandise half the battle is won. Your soda fountain stops him and holds him for several minutes, and therein lies the tremendous merchandising value of your soda fountain back bar.

Your soda fountain back bar is placed directly in front of the customer seated at the counter. During the five to twenty minutes that each customer spends at the fountain, back bar merchandise displays will receive his concentrated attention. Provided, of course that these displays are as provocative as possible and provided they stimulate the customer to action, the back bar display will produce the maximum in plus sales.

It is necessary for the store owner or fountain manager to exercise sound judgment in working out his back bar display. No matter how attractively you may arrange packaged novelties, we doubt that one brick of ice cream would be sold to those patrons who stop at your fountain for breakfast. To appeal to this group, the smart fountain merchandiser uses his back bar to display fruit juices and fresh fruit in season, such as temptingly cool, well-sugared grapefruit neatly halved and decorated with a fresh maraschino cherry.

For the luncheon crowd, he changes his display and features long profit specials—cooling ten cent or fifteen cent drinks to replace the customary nickle cup of coffee—special plates, etc. And he bears in mind that the back bar display must be fresh, attractive, and tempting if it is to produce results.

Brick ice cream, frozen novelties, and week end specials should be featured in the back bar display for the late afternoon and evening traffic. Those who stop at your fountain for a soft drink on the way home from work may be tempted by your attractive back bar display to take home a packaged novelty. Should you decide to feature just one item in your display you will find that this procedure produces phenomenal results. By concentrating the attention of your soda fountain traffic on one item—one soda fountain special—you will really do a powerful merchandising job. The potential sale of any item so featured is as great as the traffic at the fountain. The five to twenty minutes that each customer spends sitting at your fountain presents an excellent opportunity for putting to work your silent salesman—attractive merchandise displays.

Don't forget that a soda fountain is placed in your store primarily as a source of large gross profits. As a secondary function, it pulls traffic to your store. Why not capitalize on this medium and derive from it the greatest possible volume by calling to the attention of your customer the items *you* want to sell, by presenting these items in their most favorable light, and by displaying them in such a manner so as to tempt the customer and break down his sales resistance. In short, good back bar displays mean impulse sales and impulse sales mean greater volume.

Above all change your back bar displays frequently. Don't give your fountain customers an opportunity to become used to "the same old hot fudge sign," but give them something new, something fresh, something enticing to look at every time they face your soda fountain back bar.

Think—plan—analyze—and act! Then you will make your soda fountain back bar the most valuable merchandising asset you have. Plan your back bar display carefully and with originality and you will notice a worth while increase in your soda fountain and luncheonette business immediately.

W. H. Mathee

HORLICK'S MALTED MILK CORP., RACINE, WIS.

GIVES YOU HIS ANSWER

Q. Please list some ideas for merchandising my mixed milk drinks.

A. The fact that Malted Milk has a universal acceptance and unanimously appeals to the buying public has been proven. People have long since accepted this product, and although they do not perhaps know exactly what its constituents are, they do know that it is a good, palatable, and healthful drink.

This means that the soda fountain dispenser has had two major problems of selling removed when he makes an effort to push Malted Milk. The product is known and he does not have the job of introduction by explaining what it is. The product is accepted and he will not have to present convincing arguments as to why it should be used.

In fact, the selling of Malted Milk is not a job of selling but merely an attempt to give an effectual presentation. Effectual presentation is not limited to the dispenser alone, although in most cases the timely suggestions by a dispenser are instrumental in having a dubious customer make up his or her mind. Effectual presentation is much more a problem for the store owner or manager, but it also applies to the dispenser in the final analysis.

The power of suggestion is probably a paramount means of presenting ideas intended to stimulate sales. The question is, how can such psychology be applied to Malted Milk. First of all, on the part of the store manager, there should be an aggressive campaign of propaganda which would take the form of special campaigns to be focused on the fountain. For example, you can take as a basis during the summer months the various fruits as they come into their prime markets. "Fresh Peach Week" could be instigated and a fresh peach malted milk would have an appetite appeal just as strong as a fresh peach sundae. Fresh cherries could be designated for another week and so on down the line.

In the colder seasons, hot Malted Milks could be referred to as football specials, as after-theatre snacks, and as nightcaps. This, of course, refers to Malted Milk being served as a drink.

There are many other ingenious forms of using Malted Drink which have been noted. Some of these are—using the Malted Milk powder as a garnish. Recently there has been a fad for sprinkling Malted Milk powder over chocolate sundaes. This has had quite an appeal. Some have varied this by putting nothing more or less than Malted Milk powder over a dish of chocolate ice cream.

W. H. MATHEE
Horlick's Malted Milk Corp.

One of our now famous Hollywood actresses has a soda bar instead of a liquor bar in her home and one of the favorite recipes to be had there is a chocolate malted milk, in which a dash of honey has been added. People who have tasted this recipe, declare it to be one of the best Malted Milk drinks they have tasted.

Ice cream sandwiches and cones powdered with Malted Milk should have an added appeal. There is many a dispenser now working behind a soda fountain who, after reading the above suggestions, will undoubtedly have ideas of his own as to just how he can make more appetizing appeal by using various ingredients in his Malted Milk drinks. It must be remembered that Malted Milk is the cheapest ingredient used in the making of a standard Malted Milk.

All the aforementioned ideas have been from the standpoint of taste enjoyment. Soda dispensers should also remember that in the case of a customer who claims a dislike toward milk, that the disguise of Malted Milk will sometimes appeal to such a person. The fact, too, that Malted Milk is a food-drink containing sufficient nonfattening calories, makes a good sustaining diet for people who, for various reasons, have experienced a loss of appetite or who, in an effort to reduce, should maintain to some degree the energy-giving foods that may be lost when they try to get along without, for example, a noon-day meal.

R. W. Moore

HELMCO-LACY, INC., CHICAGO, ILL.

GIVES YOU HIS ANSWER

Q. Give me some ideas for merchandising winter items, such as hot fudge.

A. As everyone knows, chocolate in all its various forms is by far the leading soda fountain flavor. Chocolate sodas, chocolate syrup, chocolate sundaes, chocolate cake—and various other "chocolate-y" items are always in demand.

Hot fudge is a chocolate item which enjoys extreme popularity all over the United States and in Canada too. But its sales could be trebled if just a little more forethought and some application of merchandising principles were used in promoting it. Good hot fudge, from the standpoint of good flavor and texture is a glorification of chocolate at the soda fountain and is, therefore, well worth featuring to hold up Fall, Winter and Spring soda fountain ice cream sales.

To get the most out of the profit possibilities of the hot fudge on your fountain—MERCHANDISE IT CONSTANTLY. Of course, just how this merchandising should be done varies generally with the customs of the localities in which it is served. The hot fudge you use may be merchandised by:

The manufacturer to the jobber.
From the jobber to you.
From you to your dispenser.
And, by your dispenser to your customer!

The answer is—follow through on a consistent merchandising campaign and you'll be sure to give the hot fudge items on your menu a "lift."

R. W. MOORE
Helmco-Lacy, Inc.

Use attractive inside displays, window advertising (your supplier will be glad to co-operate with you along these lines). But, don't stop there. Don't forget your dispenser. Sell him on the use of hot fudge items and he'll sell your customers. Use menu tabs and have special hot fudge items printed right on your menus. Feature a special hot fudge item on certain days.

One idea which attracts consumer attention and increases sales, is direct sampling of Hot Fudges. A dispenser or specially dressed girl placed in a prominent spot will draw attention; and Hot Fudge, once it is tried, is generally ordered again and again. Chocolate manufacturers have numerous ideas available to you which are designed to promote Hot Fudge sales.

It is very important to see that the Hot Fudge is right at all times. To have it at its best it should be served at the proper temperature; the proper consistency; and it should be beaten occasionally. If it is a high quality fudge it will have a very appealing aroma when served, in addition to unusual deliciousness and smoothness. It is, therefore, pleasing to the consumer's sense of smell as well as of taste.

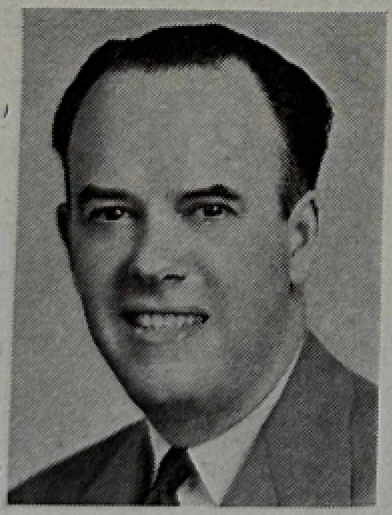
As I have said above, numerous merchandising pointers are provided by the chocolate manufacturer. As a rule, he has made a study of this subject—the outstanding points of value involved in his product—and with such promotional effort, the sale of Hot Fudge has nationally grown by leaps and bounds. The ultimate peak has not yet been reached and new markets and new ideas are coming out almost daily.

Oliver P. Petran

ROBT. A. JOHNSTON CO., MILWAUKEE, WIS.

GIVES YOU HIS ANSWER

Q. Tell me how I can use direct mail campaigns to bring more customers to my store.



O. P. PETRAN
Robert A. Johnston Co.

A. Unquestionably, the soda fountain is a powerful drawing card for any drug store and certainly is an all-important feature of the confectionery store.

All kinds of store promotion is being used, but somehow, the soda fountain owner overlooks one important method of promoting the products he has to sell—"direct mail." Letters, postal cards, inexpensive circulars, etc., have an unlimited value for your soda fountain, because you have available the best list there is—the people in your town and in your immediate neighborhood. A clever, little postal card featuring some special at your fountain can reach your present customers, old customers whom you haven't seen for a long time and new customers who have not yet tried your store. Then, too, your piece of direct mail is sent to *family* groups. It is seen by more than one person. Let the youngsters in the family be reminded of ice cream, sundaes, hot chocolate—let them notice you're giving them a lot for their money—and you'll have the whole family dropping in for a treat.

One of the best items on soda fountains is chocolate. Chocolate in any form sells. But, with a bit of smart promotion, it will do more than just sell. It will bring more customers to your store and increase the sale of the items you use in unison with chocolate in its various forms.

For example, you could mail out coupons with a cash value. "This coupon is worth 5 cents on the purchase of a chocolate soda." You could use it for chocolate sundaes, fudge sundaes, and other items on your fountain.

Why not be professional about it and try a campaign? Feature chocolate week. Send out a series of coupons, one for each day of the week. Let each coupon represent cash value on one item or have it represent an extra large portion at the ordinary price.

Some dealers have had coupons printed, which upon presentation at the soda fountain are worth the full price of a chocolate soda or the full price of a hot fudge sundae.

As a general rule, coupons offering a free sundae or soda are mailed only to a limited list. One druggist mails out 25 such coupons each month. Another one is continually circularizing all the doctors and dentists in the neighborhood, suggesting that they stop in and ask for their "Doctor's Special Hot Fudge Sundae" which will be absolutely free.

An actual coupon is not necessary for the ideas given above. The mimeographed letter itself can act as the coupon, redeemable at 5 cents or for a complete sundae or soda upon presentation.

Tie your mailing in with a window display. "Have a look at our window. Guess the number of marbles and receive free a sundae (or any other item)."

Send out a card inviting school youngsters to fill in entry blanks at your store for a popularity contest. Let each soda fountain item bought represent a certain number of votes to be cast by the purchaser for her favorite. Limit your entries or, better still, accept only two entries from each of two rival schools. A nice prize could be given to the winners.

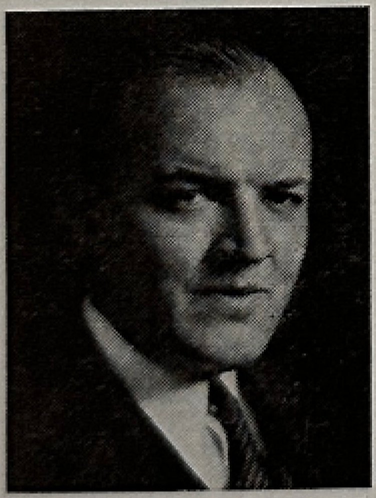
Try direct mail and find out if it will work for you. Here are a few things to remember. Keep your costs down by consulting your local post office for the cheapest way to mail your material. Have a local printer you can trust to advise you of the cheapest way to print your job and yet have your message effective. Read a reliable book to acquaint yourself with printing processes and terms to get an idea of just how much you can do for the amount of money you have to spend. And, set your advertising budget and stick to it.

Ray Schlotterer

FEDERAL WHOLESALE DRUGGISTS' ASSOCIATION, NEW YORK, N. Y.

GIVES YOU HIS ANSWER

Q. How can soda fountain operators cooperate with their wholesalers in effecting an increased volume at soda fountains?



R. SCHLOTTERER
Federal Whlse. Drug Assn.

A. Few realize the important role played by a soda fountain in assuring the economic well-being of many druggists in our modern competitive society. Strangely enough, this is also true of many wholesalers who give careful attention to other departments in a pharmacy but fail to adjust selling and merchandising perspectives to one of the greatest profit producers of all.

The soda fountain draws more prospective customers than many other departments combined, thereby providing an effective opportunity for any form of impulse selling, resulting in extra profits. The prescription counter is for the ill, the cosmetic counter a woman's paradise, but the soda fountain intrigues young and old, regardless of sex, whether rich or poor, healthy or ailing. Six out of ten passing through the average druggist's doorway, eventually find their way to the row of leather-topped stools.

If this is the picture, then it behooves drug store proprietors and especially wholesalers who are supplying their necessary requirements, to study and give the same attention to the demands of a modern soda fountain as to any other department in the store.

Often appealing sales material and attractive counter displays, instead of being used to spotlight specialties, have been apt to collect dust in the retailer's stock room. In other cases, they have been placed haphazardly without any thought given to the message for which they were intended, thus producing a sour note in the sales message that the retailer was broadcasting.

If the retailer is to make his customer sales conscious and build up fountain good will, he must make intelligent use of the constant stream of sales helps on fountain operation and new merchandising ideas coming to his attention daily.

Manufacturers have spent millions for displays to assure extra profits for their retailers. These will only build up good will if they are used intelligently.

Cooperative merchandising, however, is a two-sided proposition. To receive, you must also give. To make your fountain a profitmaker, to assure that it plays the important role which you expect, you must take an increased interest in its operation. If the display material and the sales assistance which you receive is not of the right kind and character, by all means contact your wholesaler immediately and tell him what you want and expect. He is willing to give you all the assistance possible. As an example, if your display cards do not satisfy you as sales-promoters, then get the Sign or Showcard Department of your wholesaler to have their sign writers cooperate more closely with you. Tell them what you want, and thus tie up your particuar problems with the merchandising activities of the wholesaler.

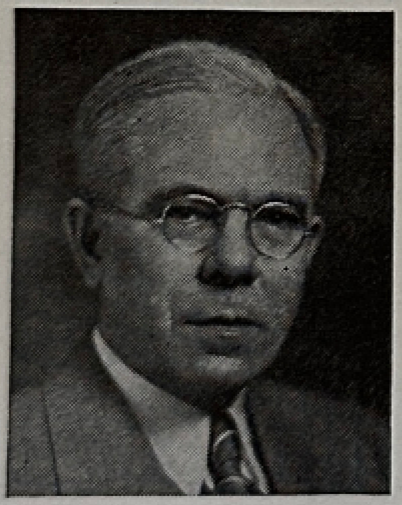
This problem of closer cooperation means increasing economic returns for you personally. Make profits over and above those expected from the sale of ice cream, a sandwich, or a carbonated beverage. A new combination of toppings to tie up with the holidays, a seasonal promotion of some definite kind and character, all in an effort to vary your own merchandising appeal, and an aggressive attempt to make a 15 or 20c sale out of a 10c one, are essential requirements of a successful soda fountain operator.

Use your wholesaler. Let them send you a new formula for that particular Heart's Delight on Valentine's Day, or the new St. Patrick's Day promotion. Let them acquaint you with grades and qualities of new products—those that have the flavor that is hard to define or the aroma that spells satisfaction. In this way, you can preach the gospel of a specialty and provide your customers with something just a little different.

Have you used this available storehouse in the past to make your fountain the peer of any in your neighborhood? It's certainly evident that your wholesaler is just as interested as you are in having every department spell profits. A successful drug store today means a successful fountain. Your success in this field spells success for your wholesaler.

Ask your wholesaler and manufacturer for the aid and assistance you need. He is always ready and willing to give it. But you must cooperate not only by making it a part of your daily operation, but by using it intelligently as well.

Q. Please list some inexpensive advertising methods that can be used by the soda fountain owner to build more business.



W. G. STEINER
The Chester C. Moreland Co.

W. G. Steiner

CHESTER C. MORELAND CO., CINCINNATI, OHIO

GIVES YOU HIS ANSWER

A. When the soda fountain operator decides to advertise, he is faced by the same essential questions that all other advertisers have to solve. The most important of these questions are:

"To whom shall we advertise?"

"What is the best way to reach them?"

The most important part of the public to any soda fountain operator is that part of it which habitually passes along the street in front of his place of business. That group includes most of his prospects. And, his best bet is to put his selling story before them.

He has at hand a ready and inexpensive means of doing that. He can use signs, posters and streamers in his windows, actual window displays of fruits and other ingredients of his fountain products.

His suppliers are glad to provide window display material—incorporating expert and expensive art work which the fountain operator himself could not afford to provide, and in some cases will even send expert window trimmers to install it.

Don't underestimate the value of such material in stimulating fountain sales—it is real, important and profitable.

Possibly of greatest importance in stimulating fountain sales are those people who come into the store to patronize some other department. They can be attracted to the soda fountain by back bar posters and streamers—by special drinks or sundaes realistically illustrated in color, and perhaps offered at special periods at a special price.

The next important group are those living in the immediate neighborhood—for distance in retail selling is sales resistance.

A list of the residents of the neighborhood can be compiled from the polling lists of the nearby election precincts—and these can be reached by direct mailings. If you use a card it might be smart to ask that the card be turned in when the special is purchased and in that way you will get a list of customers to be worked on regularly by direct mail.

If you operate in a small town where the rates of the local newspaper will be low and nearly all its readers will find it convenient to reach your store, you can use newspaper space effectively. The same is true if you are on the outskirts of a large city where some suburban paper covers your neighborhood and not much else. But for the single store, with moderate volume, large city newspaper advertising is usually impractical because you have to pay for reaching so many people who cannot reach you—or can do so only with great difficulty.

Now after you have decided who you are going to talk to, and through what medium you will talk, the third highly important matter is:

"What shall we say to them?"

Always say something pleasant and attractive. Try to persuade them in words and pictures that the things you serve have a marvelous taste, that everything about your fountain is clean and cool and inviting. Play up quality.

Another smart idea is to be sure that the things you say are in correct harmony with the season. That you emphasize cool things when it's hot, and hot things when it's cold. Along the same line you can name special concoctions to tie up with anything in which your neighborhood is especially interested. And you can tie them in with the promotions of the dairy and ice cream industries, the citrus fruit growers and others who operate national advertising campaigns on a large and powerful scale.

Hayes S. Walter

STAR MFG. CO., ST. LOUIS, MO.

GIVES YOU HIS ANSWER

Q. How can I merchandise the "hot food" service on my luncheonette?

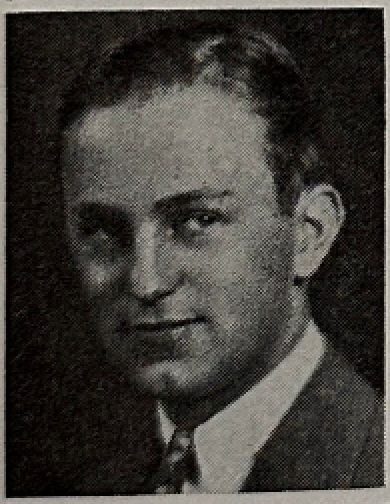
A. Much could be said about ways and means of getting customers into your store, especially to eat hot foods. But let your general advertising and sales promotion work bring the store traffic. If you aren't doing it no amount of specialized effort on selling hot foods will bring you the business you should have that only a general advertising program would accomplish.

A good idea is to canvass nearby offices and business houses for orders for hot lunches and sandwiches. An extra boy or girl to solicit orders in person or by phone—and then make deliveries—will pay big dividends. Daily distribution of low-cost printed menus advertising such a fountain lunch and sandwich delivery service will pay—and pay big. This has been used successfully for years. If inertia has kept you from doing it, may this be a reminder. However, don't start it and neglect it later. Keep it up. Every order sent out keeps a stool or chair open for extra customers during the lunch hour. Plan the order-taking preparation and delivery of the "take-out" orders so it doesn't interfere with the noon-day rush.

Take lunch orders around ten-thirty or eleven. People usually are hungrier then. As "the eyes are bigger than the stomach" they order more and you make more profit.

Plan your menus to your trade. When you cater to office workers, particularly girls who mostly think in terms of diet, you should offer lighter foods than if your trade is active working men. Of course, good substantial foods are always in order. But try limiting portions and increasing variety. Even a light eater wants variety. And three small portions of cheaper, more substantial foods, while averaging no more in quantity than two average portions, really look better to diet-minded eyes.

Quality at most fountain lunch counters is far more important than quantity. Stomachs demanding quantity are either indifferent to quality or they search for a beanery or restaurant. This brings up a point: Don't stretch your menu beyond your trade. If you operate a drug store, confectionery or fountain, don't think you can offer a la carte or table d'hote service and successfully compete with hotels and restaurants. Even you yourself will go to a hotel or restaurant when you entertain, dine out or are in the mood for a real meal. Don't reach too far.



H. S. WALTER
Star Manufacturing Co., Inc.

Display your foods wherever and whenever possible. Remember: Goods well displayed are half sold. Remember, too, that "the eye is bigger than the stomach."

It isn't enough to offer good food. You must S-E-L-L it, because upon the sale rests your profit. Good judgment always wages a losing battle with hungry eyes looking upon delicious foods temptingly displayed. Yes, tempt your customers.

About keeping hot foods . . . opinions differ. But science and engineering experience are better than opinions. Hot foods should be kept hot—but should not be allowed to cook-and cook-on the steam table. The average steam table is held at a temperature just at, or below, the boiling point of water. This high temperature will not only continue to cook foods, but soon rob them of all flavor as well. You can hire the best chef or cook—and let your steam table ruin his reputation. Potatoes and gravies will dry out if kept at too hot a temperature. And so will meats, creamed foods or fried foods. The answer obviously is thermostatic control. Then, each food can be held at its own proper temperature. Accurate temperature charts are available from any manufacturer or jobber of food sevice equipment. Whether you use steam tables or the new modern dry-heat food serving units makes little difference. The main point is to have temperature control so that each food will hold its freshly cooked flavor and appearance.

Don't handle "cooked stuff." Handle fine foods—keep them and display them as fine foods. If your attitude of service and your idea of giving your customers their money's worth measures up to the standard you expect when you buy—you are merchandising your foods. And your profit will come. Don't worry about that.

Examination Papers

The following pages are your guide to how much you have absorbed from the material contained in this volume. Remember, you'll get out of it just what you put into it. These pages are divided into two different classifications. The first of these classifications are the monthly examination pages. On the contents page you will find study sections for each month. Each of the following examination pages contains questions that can be answered correctly only as a result of studying the section covered by the examination page for that month.

Study the section for each month carefully and fill out the answers to the questions on the examination page for that month. This examination page must be signed by you and, if you are a manager, they must also be signed by the store owner. If you send in each monthly examination page before the 15th of the following month, we will grade them for you and send you the results. If you attain a passing grade of 75% or more on every one of the twelve monthly examination pages, you are automatically eligible for a diploma supplied by the National Soda Fountain Institute. This diploma recognizes the fact that you are a trained, modern soda fountain manager. It is something in which you can take a deep and personal pride and satisfaction.

Cost Control Forms

On the back of each monthly examination paper you will find a cost control form for that same month.

These cost control forms provide you with a carefully designed, easy-to-use system that takes the drudgery out of soda fountain bookkeeping. You can use these forms daily or keep a regular day book and enter your figures monthly. The important thing is to use these forms for your own benefit. If you will answer the examination pages and fill out the cost control forms at the same time, we will analyze these figures carefully and honestly and send you the result. The value of this to you is the fact that we will also tell you how your costs compare with those of the average soda fountain. This is information and knowledge that you could secure only with tremendous difficulty. Your cost-control figures will be kept in strict confidence and no one will see them except the Editor of Soda Fountain Handbook and his personal staff of trusted assistants.

JANUARY

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. Consumer advertising by even a container company has a bearing on good fountain merchandising. ☐ ☐
2. The "time and duties of a retailer tend to restrict the 'four walls' in which he lives." ☐ ☐
3. Contact with wholesalers' salesmen has no connection with better fountain operation. ☐ ☐
4. In the final analysis one of the most important commodities a soda fountain sells is water. ☐ ☐
5. In order to justify paying a soda man $22 a week, figuring a 16% labor cost, his sales have to total $163.35 to make his quota. ☐ ☐
6. Marble is still the only fountain top material that is spot proof and chip proof. ☐ ☐
7. It is not always good policy to figure bonuses on entire fountain sales instead of single stations. ☐ ☐
8. There is no known way of giving the consumer an absolutely sanitary drinking utensil. ☐ ☐
9. There are at least 12 special advantages that accrue to the fountain which uses sanitary paper service exclusively. ☐ ☐
10. No improvements can be made in the mental attitude of the average soda fountain owner in connection with his manager. ☐ ☐

Right Wrong

11. The SODA FOUNTAIN HANDBOOK Editorial Board is composed only of editors. ☐ ☐
12. The modern soda fountain manager has over forty executive duties falling under five separate classifications. ☐ ☐
13. How to get along with fountain help is no problem to the modern soda fountain manager. ☐ ☐
14. It is not important to check the references of soda fountain employees because they never plan to stay on the job very long anyhow. ☐ ☐
15. There are nine valid reasons why soda fountain work is unattractive to any intelligent man or woman. ☐ ☐
16. You have to "trust to luck" in trying to find a good fountain manager because there isn't any place you can go to find one. ☐ ☐
17. Once a dispenser has been promoted to "top man" he can consider himself a representative, modern soda fountain manager. ☐ ☐
18. Fountain employees should be made to pay some of the cost of the food they consume on the fountain. ☐ ☐
19. The purpose of SODA FOUNTAIN HANDBOOK is to show how hard it is to be a good fountain manager. ☐ ☐
20. SODA FOUNTAIN HANDBOOK is part of a long range program developed by the National Soda Fountain Advisory Board. ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN FEBRUARY 15, 1942

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED ....

POSITION ....

★ **STORE OWNER SIGN BELOW** ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

★ SODA FOUNTAIN COST CONTROL FORM FOR JANUARY, 1942 ★

© MAL PARKS

FOUNTAIN ITEMS ↓	DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS ↓
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LUNCHEONETTE ITEMS ↓																																	
MISCELLANEOUS ↓																																	
TOTAL PURCHASES																																	
DAILY SALES																																	
GROSS PROFIT																																	

FOOD COST→ STATEMENT

SALES ....$......................100%

Last Month's Inventory ......$...................... %

Food Bought This Month ....$...................... %

Add to make the TOTAL ....$...................... %

This Month's Inventory ......$...................... %

Subtract from Total to make Food Cost This Month ....$...................... %

Subtract from Sales Total to make Gross Profit This Month ....$...................... %

OPERATING COST→ STATEMENT

GROSS PROFIT THIS MONTH.$.................... % of Sales

Rent ....$.................... % of Sales

Light, Heat, Gas, etc. ....$.................... % of Sales

Water, Power, etc.$.................... % of Sales

Depreciation and Amortization ....$.................... % of Sales

Miscellaneous ....$.................... % of Sales

Wages ....$.................... % of Sales

Supplies (Linen, etc.) ....$.................... % of Sales

TOTAL ....$....................
(Subtract this from Gross Profit to make)

NET PROFIT....$.................... % of Sales

FEBRUARY

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. Air conditioning can help build business in winter and summer. ☐ ☐
2. The saving in laundry costs will pay for paper doilies used on fountains. ☐ ☐
3. The average cost of operating an air-conditioning unit is 90c an hour. ☐ ☐
4. You follow the same rules in making coffee in an urn as you do in glass coffee makers. ☐ ☐
5. The more signs an independent druggist has on his fountain, the more business he will do. ☐ ☐
6. There are many varied uses of malted milk powder on the fountain besides just being used for malted milks. ☐ ☐
7. As long as an independent fountain owner knows his business, he doesn't have to worry whether his help have been trained or not. ☐ ☐
8. Because the fountain owner pays all wages he should have complete control over fountain personnel. ☐ ☐
9. "Fixed charges" means money that is spent on the fixtures for the soda fountain. ☐ ☐
10. The average percentage of rent that can be paid by a soda fountain owner is around 7%. ☐ ☐

Right Wrong

11. Full cooperation with supply company salesmen means more business on the fountain. ☐ ☐
12. Amortization of soda fountain equipment should always be figured over a period of twenty years. ☐ ☐
13. There are ten special things to check when taking inventory. ☐ ☐
14. Merchandising is such an exact science you have to hire a special man to apply it on the fountain. ☐ ☐
15. Saying that a supply company has a "selfish interest" in your fountain means that they think only of themselves. ☐ ☐
16. The reserve fund has a direct connection with the equipment, replacement and repair record cards which should be on every fountain. ☐ ☐
17. If you pay soda fountain employees by check it is not necessary to have them sign a receipt or wage book. ☐ ☐
18. A store demonstration has nineteen business building advantages for every fountain. ☐ ☐
19. The telephone is an expensive method of securing business because each call costs at least five cents. ☐ ☐
20. On the first of the month you had $250 worth of stock on hand. During the month you bought $750 more in merchandise. Your inventory also shows, at the end of the month, that you have $200 still on hand. Therefore, you have spent a total of $1,200 for merchandise during that month. ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN MARCH 15, 1942

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED ....

POSITION ....

★ **STORE OWNER SIGN BELOW** ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

★ SODA FOUNTAIN COST CONTROL FORM FOR FEBRUARY, 1942 ★

© MAL PARKS

FOUNTAIN ITEMS	DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
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MISCELLANEOUS																																	
TOTAL PURCHASES																																	
DAILY SALES																																	
GROSS PROFIT																																	

FOOD COST → STATEMENT

SALES ....$..........................100%

Last Month's Inventory ......$.......................... %

Food Bought This Month ....$.......................... %

Add to make the **TOTAL** ....$.......................... %

This Month's Inventory ......$.......................... %

Subtract from Total to make Food Cost This Month ....$.......................... %

Subtract from Sales Total to make Gross Profit This Month ....$.......................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH.$.......................... % of Sales

Rent ....$.......................... % of Sales

Light, Heat, Gas, etc. ....$.......................... % of Sales

Water, Power, etc.$.......................... % of Sales

Depreciation and Amortization ...$.......................... % of Sales

Miscellaneous ....$.......................... % of Sales

Wages ....$.......................... % of Sales

Supplies (Linen, etc.) ....$.......................... % of Sales

TOTAL ....$..........................
(Subtract this from Gross Profit to make)

NET PROFIT....$.......................... % of Sales

CUT ALONG THIS LINE

MARCH

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

	Right	Wrong
1. Under present day conditions the fountain manager's main worry is in getting supplies of fruits and syrups without worrying about flavor and serving.	☐	☐
2. Because ice cream cabinets are kept at an almost zero temperature, outside odors cannot penetrate to their interior.	☐	☐
3. Only one ice cream cone company has a patented construction preventing spilling and breaking.	☐	☐
4. The independent soda fountain operator is better off than the chain because the chain relies too much upon uniformity.	☐	☐
5. Ice cream cabinets should be wiped clean, never scoured. Scouring might hurt the construction of the cabinets.	☐	☐
6. Chain store personnel have the advantage over the independent personnel because of the training which they receive.	☐	☐
7. The chain store has the disadvantage in that they do not recognize the full profit power of the soda fountain end of their business.	☐	☐
8. The only way for the average soda fountain owner to get a mailing list is to buy one.	☐	☐
9. Overrun in ice cream is the amount of ice cream left over when you empty one container into a fresh one.	☐	☐
10. The Department of Agriculture says that ice cream should have at least 50% of air content.	☐	☐
11. The fruits and flavorings used in ice cream, if of poor quality, may create a high bacteria count.	☐	☐
12. Exposure to room temperature for a short length of time will cause as much as 5% shrinkage in bulk ice cream.	☐	☐
13. If you don't get replies to direct mailings after you have sent out four letters, it means that your mailings are not right and you should stop.	☐	☐
14. Eight degrees below zero is the right temperature at which to keep ice cream for the greatest amount of profit.	☐	☐
15. Stabilizer in ice cream is the agent which gives it its texture and keeps it from melting too quickly.	☐	☐
16. Gelatin is the only successful stabilizer that can be used in ice cream.	☐	☐
17. The expansion factor in ice cream is what causes it to bulge out the sides of a container when you are packing it for a customer to carry home.	☐	☐
18. A 100% overrun ice cream means that the ice cream contains 100% air.	☐	☐
19. Flavor and the type of flavor control the finished weight of ice cream which means that different flavors will have different weights per five gallon can.	☐	☐
20. Soft ice cream increases profits because it results in less ice cream per serving.	☐	☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN APRIL 15, 1942

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED...

POSITION..

★ STORE OWNER SIGN BELOW ★

NAME...

COMPANY..

ADDRESS...

CITY...

★ SODA FOUNTAIN COST CONTROL FORM FOR MARCH, 1942 ★

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FOUNTAIN ITEMS ↓	DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS ↓
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MISCELLANEOUS ↓																																	
TOTAL PURCHASES																																	
DAILY SALES																																	
GROSS PROFIT																																	

FOOD COST → STATEMENT

SALES ....$......................100%

Last Month's Inventory ......$...................... %

Food Bought This Month ....$...................... %

Add to make the **TOTAL** ....$...................... %

This Month's Inventory ......$...................... %

Subtract from Total to m..ke Food Cost This Month ....$...................... %

Subtract from Sales Total to make Gross Profit This Month ....$...................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH .$.................... % of Sales

Rent ....$.................... % of Sales

Light, Heat, Gas, etc. ....$.................... % of Sales

Water, Power, etc.$.................... % of Sales

Depreciation and Amortization ...$.................... % of Sales

Miscellaneous ....$.................. % of Sales

Wages ....$.................. % of Sales

Supplies (Linen, etc.) ....$.................. % of Sales

TOTAL ....$..................
(Subtract this from Gross Profit to make)

NET PROFIT....$.................. % of Sales

APRIL

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. The actual difference in cost between using an expensive quality syrup and a lower price syrup works out to around 1/10 of 1% per serving extra. ☐ ☐
2. Sanitation means the conditions which permit enjoyment of food and drinks on the soda fountain. ☐ ☐
3. While the "customer is always right" theoretically, if you get a crank on cleanliness at your fountain, the best thing to do is tell him you can't please everybody. ☐ ☐
4. You have absolute control of quality and uniformity when you make your own syrups. ☐ ☐
5. Taste or appetite appeal planning for the fountain must be based on the single sense of taste. ☐ ☐
6. People often speak of "leakage" of fountain syrups. This means that your syrup crocks are cracked and you should have them repaired so no more syrup escapes. ☐ ☐
7. There is one product sold over soda fountains on which you can make 400% gross profit. ☐ ☐
8. It is absolutely impossible to figure out any way of decreasing ice cream shrinkage in dipping to less than 30%. ☐ ☐
9. The size of the scoop used in dipping ice cream is what determines the cost of the ice cream. ☐ ☐
10. When we speak of "slack-fill" we mean that workmen have not filled the syrup jars right to the top. ☐ ☐

Right Wrong

11. When we speak of a 34° Baumé syrup, we mean that it is manufactured by the Baumé Company under a special patent. ☐ ☐
12. A thick, heavy syrup is always better than one which is not so thick and heavy. ☐ ☐
13. A quart of ice cream at $1.10 per gallon can weigh 32 ozs. and still leave a nice profit. ☐ ☐
14. Figuring your ice cream at $1.00 a gallon, you can use one #16 scoop and one #24 scoop, use a reasonably good quality chocolate syrup and feature this sundae at 10c, giving you a 50% food cost. ☐ ☐
15. If you pay $1.10 per gallon for ice cream, you can make a 50% gross profit selling a gill for 10c. ☐ ☐
16. When figuring out the costs of your sundaes, you must always figure that the syrup will cost in the neighborhood of 10 to 12% of the selling price. ☐ ☐
17. You must never dilute hot or cold fudge under any circumstances. ☐ ☐
18. There is only one standard method of making simple syrup. ☐ ☐
19. Strawberry is the favorite ice cream flavor. Vanilla is second, and chocolate third. ☐ ☐
20. 70% of all the flavors sold on soda fountains is chocolate. ☐ ☐

SIGNED ....

POSITION ....

★ STORE OWNER SIGN BELOW ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN MAY 15, 1942

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

★ SODA FOUNTAIN COST CONTROL FORM FOR APRIL, 1942 ★

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FOUNTAIN ITEMS DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
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LUNCHEONETTE ITEMS																																
MISCELLANEOUS																																
TOTAL PURCHASES																																
DAILY SALES																																
GROSS PROFIT																																

FOOD COST ⟶ STATEMENT

SALES ....$..........................100%

Last Month's Inventory ......$........................ %

Food Bought This Month ....$........................ %

Add to make the TOTAL ....$........................ %

This Month's Inventory ......$........................ %

Subtract from Total to make Food Cost This Month ....$........................ %

Subtract from Sales Total to make Gross Profit This Month ....$........................ %

OPERATING COST ⟶ STATEMENT

GROSS PROFIT THIS MONTH $........................ % of Sales

Rent ....$........................ % of Sales

Light, Heat, Gas, etc. ....$........................ % of Sales

Water, Power, etc $........................ % of Sales

Depreciation and Amortization ....$........................ % of Sales

Miscellaneous .....$........................ % of Sales

Wages ....$........................ % of Sales

Supplies (Linen, etc.) ....$........................ % of Sales

TOTAL ....$........................
(Subtract this from Gross Profit to make)

NET PROFIT.....$........................ % of Sales

MAY

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. With electric "Quickie" fountain appliances it is possible to serve hot items in two minutes. ☐ ☐
2. It is possible to use hot fudge warmers as miniature steam tables for other items. ☐ ☐
3. A four side ice wall of 3,000 cubic inches gives a 3 to 6 hour cold water reserve even during rush periods. ☐ ☐
4. A soda fountain can rightfully be called a business tool. ☐ ☐
5. There is enough ethical prescription business in the average small town for an independent to operate without a fountain. ☐ ☐
6. A cold pork sandwich should never be served because it is deficient in Vitamin B1. ☐ ☐
7. It is more important to give customers a lot of food rather than to stress quality. ☐ ☐
8. The soda fountain operator in a small town is better off to hire a stranger so the help will not become too friendly with customers. ☐ ☐
9. The higher the pressure maintained on the carbonator valve, the more carbonic gas you will use. ☐ ☐
10. Water with a temperature over 42 degrees will not hold carbonation except under direct pressure. ☐ ☐

Right Wrong

11. The carbonator should be cleaned at least once every three months and never less than once every six months. ☐ ☐
12. The reason very few soda fountains sell parfaits any more is that the war has interfered with the supply of parfait powder. ☐ ☐
13. A "Frappe" is just another name for a sundae. ☐ ☐
14. Serving two small pretzels with each soda will not increase the cost very much and will result in increased business. ☐ ☐
15. There are several different ways to make an ice cream soda. ☐ ☐
16. A "Broadway" soda is a soda sold only in Times Square, N. Y. drug stores. ☐ ☐
17. All ingredients of any sundae should not be listed on your signs and menus because some people might not like what you put in them. ☐ ☐
18. An "Imperial" sundae is exactly the same as a "Royal" sundae. ☐ ☐
19. If you use one No. 16 scoop of ice cream and one No. 24 scoop of ice cream in making a sundae your selling price must be 20c. ☐ ☐
20. Most customers complain that there is not enough ice cream in the average soda. ☐ ☐

SIGNED ....

POSITION ....

★ **STORE OWNER SIGN BELOW** ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN JUNE 15th, 1942.

Mail it Direct to

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572 Madison Ave. - New York, N. Y.

* SODA FOUNTAIN COST CONTROL FORM FOR MAY, 1942 *

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FOUNTAIN ITEMS DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
DAY																																
LUNCHEONETTE ITEMS																																
MISCELLANEOUS																																
TOTAL PURCHASES																																
DAILY SALES																																
GROSS PROFIT																																

FOOD COST → STATEMENT

SALES ....$........................100%
Last Month's Inventory ......$........................ %
Food Bought This Month ....$........................ %
Add to make the TOTAL ....$........................ %
This Month's Inventory ......$........................ %
Subtract from Total to make Food Cost This Month ....$........................ %
Subtract from Sales Total to make Gross Profit This Month ....$........................ %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH .$........................ % of Sales
Rent ....$........................ % of Sales
Light, Heat, Gas, etc. ....$........................ % of Sales
Water, Power, etc.$........................ % of Sales
Depreciation and Amortization ....$........................ % of Sales
Miscellaneous ....$.................... % of Sales
Wages ....$.................... % of Sales
Supplies (Linen, etc.) ....$.................... % of Sales
TOTAL ....$.................... (Subtract this from Gross Profit to make)
NET PROFIT....$.................... % of Sales

JUNE

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. The active average person needs 6.4 N.R.C. Mgs. of Thiamin B1 per day. ☐ ☐
2. You should not serve any item in which ascorbic acid is found in quantity. ☐ ☐
3. Toasting bread changes starch into dextrin and performs the first digestive function. ☐ ☐
4. When you toast bread there is no sugar present after the starches have been heated by the toaster. ☐ ☐
5. A "frappe" is another name for a "cooler." ☐ ☐
6. Hawaiian special sundae is always made with papaya sundae topping. ☐ ☐
7. A nectarine is a cross between an orange and a pineapple. ☐ ☐
8. A "flip" sundae means that you shake it briskly in the malted milk mixer before serving. ☐ ☐
9. The difference between a "freeze" and a "cooler" is that you use sherbet instead of ice cream in the "freeze." ☐ ☐
10. There is no essential difference between an "ade" and a "Rickey". It just sounds better. ☐ ☐

Right Wrong

11. There are no more than 341 possible combinations using chocolate syrup and chocolate ice cream. ☐ ☐
12. You should **scour** your glass coffee making equipment every day. ☐ ☐
13. It is more necessary to use an accurate measure of coffee with glass coffee makers than with any other type. ☐ ☐
14. Most supply company salesmen are carefully trained in the practical art of merchandising. ☐ ☐
15. Eye appeal is the only sense you must cater to in merchandising your luncheonette. ☐ ☐
16. A "Float" is a plain "Milk Shake" with a scoop of ice cream added after the drink has been mixed. ☐ ☐
17. The milk which you use in making malted milk should be kept very close to 32 degrees so that you will get better aeration. ☐ ☐
18. Customers like saltines and pretzels with malted milk better than they do sweet cookies. ☐ ☐
19. A "Tropical Punch" is made with Papaya and lemon juice with lime sherbet as the ingredients. ☐ ☐
20. You always mix the ice cream with the other ingredients in making a "Cooler". ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN JULY 15th, 1942.

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED ....

POSITION ....

★ **STORE OWNER SIGN BELOW** ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

★ SODA FOUNTAIN COST CONTROL FORM FOR JUNE, 1942 ★

© MAL PARKS

FOUNTAIN ITEMS

DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
DAY																																
LUNCHEONETTE ITEMS																																
MISCELLANEOUS																																
TOTAL PURCHASES																																
DAILY SALES																																
GROSS PROFIT																																

FOOD COST → STATEMENT

SALES ....$......................100%

Last Month's Inventory ......$...................... %

Food Bought This Month ....$...................... %

Add to make the TOTAL ....$...................... %

This Month's Inventory ......$...................... %

Subtract from Total to make Food Cost This Month ....$...................... %

Subtract from Sales Total to make Gross Profit This Month ....$...................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH.$.................... % of Sales

Rent ....$.................... % of Sales

Light, Heat, Gas, etc. ....$.................... % of Sales

Water, Power, etc.$.................... % of Sales

Depreciation and Amortization ...$.................... % of Sales

Miscellaneous ....$.................. % of Sales

Wages ....$.................. % of Sales

Supplies (Linen, etc.) ....$.................. % of Sales

TOTAL ....$..................

(Subtract this from Gross Profit to make)

NET PROFIT....$.................. % of Sales

JULY
EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. 73.5% of any milk mix drink is composed of milk and ice cream; the rest is flavoring, malted milk powder and air. ☐ ☐

2. A difference of 8% in the temperature decreases the possibility of aeration 13% in making mixed drinks. ☐ ☐

3. If the milk you use has a temperature of 48° you will lose 43% aeration between that temperature and 32°. ☐ ☐

4. It is possible to buy the highest quality fountain syrup for less money than you can make it yourself. ☐ ☐

5. Knowledge of costs is essential in order to know what profit-margin is reasonable for quality service. ☐ ☐

6. A 2 oz. serving of quality syrup costs twice as much as a 2 oz. serving of cheap syrup. ☐ ☐

7. A manager who wants to make a good gross profit always uses left over coffee to make his iced coffee. ☐ ☐

8. If you serve whipped cream in your iced coffee, you have to charge 15c to make any profit. ☐ ☐

9. It is impossible to use ice cream in combination with iced tea. ☐ ☐

10. Every state in the South celebrates Confederate Memorial Day on April 26th. ☐ ☐

Right Wrong

11. People always have such "hang-overs" on New Years Day it just isn't any use for the soda fountain to try to do any merchandising in connection with this holiday. ☐ ☐

12. Mexican Iced Coffee is always made with coffee imported from Mexico. ☐ ☐

13. You can serve ice cream in iced coffee and still make a 55% gross profit maintaining a 10c selling price. ☐ ☐

14. Religious holidays have a direct effect on fountain business and each manager should have a list of all religious holidays. ☐ ☐

15. There are ten reasons why it is better to serve canned soups than your own make. ☐ ☐

16. Running a fountain is not a merchandising job. ☐ ☐

17. It is possible to feature a wide variety of every day luncheon specials and know your profits in advance. ☐ ☐

18. Every time you serve chocolate syrup you are gambling with your reputation, if you make it yourself. ☐ ☐

19. It is possible to serve Home-style soups in two minutes. ☐ ☐

20. A recently introduced chocolate syrup is backed by a 73 year reputation. ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN AUGUST 15th, 1942.

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED ....

POSITION ....

★ STORE OWNER SIGN BELOW ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

★ SODA FOUNTAIN COST CONTROL FORM FOR JULY, 1942 ★

© MAL PARKS

FOUNTAIN ITEMS DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
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MISCELLANEOUS																																
TOTAL PURCHASES																																
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GROSS PROFIT																																

FOOD COST → STATEMENT

SALES ....$........................100%

Last Month's Inventory ......$...................... %

Food Bought This Month ....$...................... %

Add to make the TOTAL ....$...................... %

This Month's Inventory ......$...................... %

Subtract from Total to make Food Cost This Month ....$...................... %

Subtract from Sales Total to make Gross Profit This Month ....$...................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH.$.................. % of Sales

Rent ....$.................. % of Sales

Light, Heat, Gas, etc. ....$.................. % of Sales

Water, Power, etc.$.................. % of Sales

Depreciation and Amortization ...$.................. % of Sales

Miscellaneous ....$.................. % of Sales

Wages ....$.................. % of Sales

Supplies (Linen, etc.) ....$.................. % of Sales

TOTAL ....$..................
(Subtract this from Gross Profit to make)

NET PROFIT....$.................. % of Sales

AUGUST
EXAMINATION PAPER

This Examination Paper covers the study material that will be found jn the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

	Right	Wrong
1. Newspaper advertising has increased business for some fountains as much as 22%.	☐	☐
2. Four steps in backbar merchandising are thinking, planning, analyzing and acting.	☐	☐
3. The average customer spends from 5 to 20 minutes at your fountain.	☐	☐
4. It is always better to leave your backbar signs up for a long time so that people will become accustomed to everything you have listed there.	☐	☐
5. Malted Milk is high in caloric value and therefore is not fattening.	☐	☐
6. Ice cream cone business can be doubled by sprinkling the ice cream with Malted Milk.	☐	☐
7. Most children that come into the store asking for water, stealing straws and napkins, etc. are a nuisance and should be chased out.	☐	☐
8. "Sampling" is too expensive to be used on the ordinary soda fountain.	☐	☐
9. A No. 2 can means that you get two servings of the product that is in the can.	☐	☐
10. In grading canned vegetables, U. S. Grade C is Standard.	☐	☐
11. The best beef is always a dark red in color and the fat should be soft to the touch.	☐	☐
12. The cost of the dark meat alone on chicken or turkey is higher, per pound, than the cost of the white meat alone, per pound.	☐	☐
13. "Bob Veal" is a corruption of the old Texas "Barbecued Veal".	☐	☐
14. You cannot serve Mutton on your fountain because it is a special meat, raised only in England, which is not being exported any more.	☐	☐
15. When testing fish, if it sinks in water, you know that it is not fit for consumption on your fountain.	☐	☐
16. If you touch a clam shell with your finger and it closes then you know the clam is dead and should be refused.	☐	☐
17. Lamb's liver is in the same class as Pork liver and should not be served on your fountain.	☐	☐
18. The weight of the skin on chicken averages almost as much as the weight of the white meat and a little more than the weight of the dark meat.	☐	☐
19. Quick Frozen Foods are as economical to serve as fresh foods because so much of the waste has been eliminated.	☐	☐
20. Carelessness is the greatest cause of customer complaint in carry out business.	☐	☐

SIGNED ....

POSITION ....

★ STORE OWNER SIGN BELOW ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN SEPTEMBER 15th, 1942.

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

★ SODA FOUNTAIN COST CONTROL FORM FOR AUGUST, 1942 ★

© MAL PARKS

FOUNTAIN ITEMS	DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
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LUNCHEONETTE ITEMS																																	
MISCELLANEOUS																																	
TOTAL PURCHASES																																	
DAILY SALES																																	
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FOOD COST → STATEMENT

SALES ....$......................100%

Last Month's Inventory ......$...................... %

Food Bought This Month ....$...................... %

Add to make the TOTAL ....$...................... %

This Month's Inventory ......$...................... %

Subtract from Total to make Food Cost This Month ....$...................... %

Subtract from Sales Total to make Gross Profit This Month ....$...................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH .$...................... % of Sales

Rent ....$...................... % of Sales

Light, Heat, Gas, etc. ....$...................... % of Sales

Water, Power, etc.$...................... % of Sales

Depreciation and Amortization ...$...................... % of Sales

Miscellaneous ....$...................... % of Sales

Wages ....$...................... % of Sales

Supplies (Linen, etc.) ....$...................... % of Sales

TOTAL ....$......................
(Subtract this from Gross Profit to make)

NET PROFIT....$...................... % of Sales

SEPTEMBER

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. It is necessary to stir up your hot fudge from time to time. ☐ ☐

2. The sales of hot fudge could be tripled with the application of sound merchandising principles. ☐ ☐

3. Direct mail is one of the best ways to advertise your fountain. ☐ ☐

4. You should cook foods that are rich in proteins very quickly so that you keep the proteins from hardening. ☐ ☐

5. Meat should always be sliced against the grain. ☐ ☐

6. You must be sure to use plenty of water when cooking vegetables so that they will not burn. ☐ ☐

7. Lamb is never cooked in water. ☐ ☐

8. Leg of lamb is used for roasting because it is much cheaper than shoulder of lamb. ☐ ☐

9. It is possible to serve an item called Pork Steak on the fountain. ☐ ☐

10. Porter House and T-Bone Steaks are cut from the short loin of beef. ☐ ☐

Right Wrong

11. Baking soda added to the water in which vegetables are cooked adds to their flavor. ☐ ☐

12. When you talk about gravy "stock" it means the amount of canned gravy you have on hand. ☐ ☐

13. Rib roasts of beef are too expensive to serve on the average fountain. ☐ ☐

14. Lamb chops should always be cooked by "braising" them. ☐ ☐

15. If a whole smoked ham requires 30 minutes per pound for roasting, then fresh ham will require 40 minutes per pound. ☐ ☐

16. If you have your roast beef boned, tied and rolled you must deduct 15 minutes per pound from the cooking time. ☐ ☐

17. When you mention capers on a fountain you mean that the employees are showing off in front of the customers. ☐ ☐

18. In measuring granulated, brown and confectioners' sugar you can always figure that two 8 oz. cups equal one pound. ☐ ☐

19. The same number of cups of salt and rice equal one pound. ☐ ☐

20. All fat foods, especially meats, such as bacon, should be cooked very slowly to avoid shrinkage. ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN OCTOBER 15th, 1942.

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED ....

POSITION ....

★ STORE OWNER SIGN BELOW ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

* SODA FOUNTAIN COST CONTROL FORM FOR SEPTEMBER, 1942 *

© MAL PARKS

FOUNTAIN ITEMS	DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
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LUNCHEONETTE ITEMS																																	
MISCELLANEOUS																																	
TOTAL PURCHASES																																	
DAILY SALES																																	
GROSS PROFIT																																	

FOOD COST → STATEMENT

SALES ....$......................100%

Last Month's Inventory ......$...................... %

Food Bought This Month ....$...................... %

Add to make the TOTAL ....$...................... %

This Month's Inventory ......$...................... %

Subtract from Total to make Food Cost This Month ....$...................... %

Subtract from Sales Total to make Gross Profit This Month ....$...................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH.$.................... % of Sales

Rent ....$.................... % of Sales

Light, Heat, Gas, etc. ....$.................... % of Sales

Water, Power, etc.$.................... % of Sales

Depreciation and Amortization ...$.................... % of Sales

Miscellaneous ....$.................. % of Sales

Wages ....$.................. % of Sales

Supplies (Linen, etc.) ....$.................. % of Sales

TOTAL ....$..................
(Subtract this from Gross Profit to make)

NET PROFIT....$.................. % of Sales

OCTOBER
EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. In the retail business, distance has no effect on selling. ☐ ☐

2. In small towns local newspaper advertising rates can be low enough to allow for soda fountain advertising. ☐ ☐

3. The soda fountain provides an effective opportunity for impulse selling because it attracts so many people of all ages. ☐ ☐

4. You should use all the display material and sales assistance which comes to you. ☐ ☐

5. It is smart to tie in your merchandising with the seasons. ☐ ☐

6. Your wholesaler can help you get the right kind of display material for your store. ☐ ☐

7. There is an ice cream disher which can be taken apart, cleaned and assembled again in one minute. ☐ ☐

8. The sweet breads of veal come from the pituitary glands. ☐ ☐

9. Good sandwich bread should have a coarse texture so that you can get more slices per 4 lb. loaf. ☐ ☐

10. Peanut butter should always be mixed with water before using. ☐ ☐

Right Wrong

11. The only ingredients of Tartar Sauce are mayonnaise and dill pickles. ☐ ☐

12. A good rule for making gravy is to use 1 tablespoon of flour to each tablespoon of fat for thickening and one cup of water for bulk, for each two tablespoons of fat and flour used. ☐ ☐

13. Beef a-la-mode means a slice of roast beef with an ice cream disher of mashed potatoes on top of it. ☐ ☐

14. With today's high butter prices you should always melt your butter in the oven and spread it on sandwiches with a small sanitary brush. ☐ ☐

15. The ratio of celery to be used in salad sandwiches should be two parts of celery to one part of whatever other ingredient is used. ☐ ☐

16. There are at least twelve fish garnishes that the ordinary soda luncheonette can make and serve. ☐ ☐

17. A good method of testing mayonnaise quality is to use a drop of mercurochrome on a small pat of mayonnaise. ☐ ☐

18. Veal must be cooked very carefully because of the excess amount of fat in the cuts suitable for soda fountain use. ☐ ☐

19. Soda fountains serve Mock Hollandaise sauce because the war has interfered with the import of this item from Holland. ☐ ☐

20. Club sandwiches should always be featured during rush hours because they develop a higher check average. ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN NOVEMBER 15th, 1942.

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED ....

POSITION ....

★ STORE OWNER SIGN BELOW ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

★ SODA FOUNTAIN COST CONTROL FORM FOR OCTOBER, 1942 ★

© MAL PARKS

FOUNTAIN ITEMS	DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
	DAY																																

LUNCHEONETTE ITEMS

MISCELLANEOUS

TOTAL PURCHASES																																
DAILY SALES																																
GROSS PROFIT																																

FOOD COST → STATEMENT

SALES ....$.......................100%

Last Month's Inventory ......$...................... %

Food Bought This Month ....$...................... %

Add to make the TOTAL ....$...................... %

This Month's Inventory ......$...................... %

Subtract from Total to make Food Cost This Month ....$...................... %

Subtract from Sales Total to make Gross Profit This Month ....$...................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH.$...................... % of Sales

Rent ....$...................... % of Sales

Light, Heat, Gas, etc. ....$...................... % of Sales

Water, Power, etc.$...................... % of Sales

Depreciation and Amortization ...$...................... % of Sales

Miscellaneous ....$...................... % of Sales

Wages ....$...................... % of Sales

Supplies (Linen, etc.) ....$...................... % of Sales

TOTAL ....$......................
(Subtract this from Gross Profit to make)

NET PROFIT....$...................... % of Sales

NOVEMBER

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. Your menus should be determined by the type of people to whom you cater. ☐ ☐
2. A general advertising program increases store traffic and offers more opportunity for impulse selling than specialized advertising. ☐ ☐
3. A steam table should be held at a temperature just at or below the boiling point of water. ☐ ☐
4. A smart soda fountain manager will take time off to have lunch in his competitors' stores. ☐ ☐
5. If you dilute a quart of 40% cream with a quart of milk, the resultant cream will be 22% butterfat. ☐ ☐
6. Salads are too difficult to prepare and take too much time to warrant their being served on the fountain. ☐ ☐
7. There are at least a half dozen ways to vary mayonnaise dressings. ☐ ☐
8. Day old cake is an unavoidable waste on the fountain and nothing can be done about it. ☐ ☐
9. Bread pudding is the only dish which can be made with stale bread. ☐ ☐
10. There are only two ways to prepare hot chocolate, with milk or with water. ☐ ☐

Right Wrong

11. You cannot afford to serve pure cream with coffee selling at 5c a cup. ☐ ☐
12. A variety of dressings can stimulate sales of salads. ☐ ☐
13. There are at least 30 different salad combinations suitable for soda fountain use. ☐ ☐
14. Most people prefer salad portions rather small but with a combination of items. ☐ ☐
15. It is the aromatic oils in the coffee bean that give coffee its flavor. ☐ ☐
16. Good coffee depends upon the coffee making equipment which you have. ☐ ☐
17. When we talk about the "body" of coffee we mean its color and consistency. ☐ ☐
18. Old New England Hot Chocolate is regular hot chocolate with a dash of cinnamon added. ☐ ☐
19. You should never mix buttermilk and lemon juice because the result is an unpalatable drink. ☐ ☐
20. Orange juice together with marshmallow topping and candied ginger makes a good sundae topping. ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN DECEMBER 15th, 1942.

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED. . . . .

POSITION. . . . .

★ STORE OWNER SIGN BELOW ★

NAME. . . . .

COMPANY. . . . .

ADDRESS. . . . .

CITY. . . . .

* SODA FOUNTAIN COST CONTROL FORM FOR NOVEMBER, 1942 *

© MAL PARKS

FOUNTAIN ITEMS DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS
DAY																																

LUNCHEONETTE ITEMS

MISCELLANECUS

TOTAL PURCHASES																																
DAILY SALES																																
GROSS PROFIT																																

FOOD COST → STATEMENT

SALES ....$....................100%
Last Month's Inventory ......$.................... %
Food Bought This Month ....$.................... %
Add to make the TOTAL ....$.................... %
This Month's Inventory ......$.................... %
Subtract from Total to make Food Cost This Month ....$.................... %
Subtract from Sales Total to make Gross Profit This Month ....$.................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH $.................... % of Sales
Rent ....$.................... % of Sales
Light, Heat, Gas, etc. ....$.................... % of Sales
Water, Power, etc. $.................... % of Sales
Depreciation and Amortization ...$.................... % of Sales
Miscellaneous ....$.................... % of Sales
Wages ....$.................... % of Sales
Supplies (Linen, etc.) ....$.................... % of Sales
TOTAL ....$....................
(Subtract this from Gross Profit to make)
NET PROFIT....$.................... % of Sales

DECEMBER

EXAMINATION PAPER

This Examination Paper covers the study material that will be found in the Index on the Contents Page. In order to insure eligibility for the National Soda Fountain Institute's Diploma, the fountain manager must fill out the following questions and have the paper signed by the store owner.

Right Wrong

1. The modern soda fountain manager handles purchasing, cost control, financial matters, personnel, supervises service and develops new merchandising ideas. ☐ ☐
2. Paying the least possible salary for a manager is wise. ☐ ☐
3. One important rule in keeping your employees is to devise a definite system of promotions. ☐ ☐
4. Everyone in the store should assist in taking the inventory at the end of the month. ☐ ☐
5. Smart looking employees, store demonstrations, combination sales, mail selling, window trimmings and special features are all part of what is known as "merchandising." ☐ ☐
6. The highest quality of fruits are necessary in making ice cream in order to assure a practically bacteria free cream. ☐ ☐
7. Careful sanitation of every piece of equipment coming in contact with ice cream is an absolute necessity because ice cream is quick to absorb odors. ☐ ☐
8. The size of the scoop used in serving ice cream determines your profit. ☐ ☐
9. The dilution-point is a very important factor in per-ounce costs of the syrup used in various items. ☐ ☐
10. There is just one method of making simple syrup which involves stirring the sugar into boiling water. ☐ ☐

Right Wrong

11. Sodas have been losing their popularity because unwise managers have been cutting down on the amount of ice cream used. ☐ ☐
12. It's a good idea to give fancy names to special sundaes which you improvise. ☐ ☐
13. A good malted milk is still a good seller even at 20c. ☐ ☐
14. Tropical punch is a summer drink which can only be made with the addition of liquor and is therefore inapplicable for use on the fountain. ☐ ☐
15. Merchandising of ice cream should be greatest during the summer months because that is when it is in demand. ☐ ☐
16. In purchasing foods for the luncheonette quality, packing, customer-reaction, flavor, merchandising, price and experience with that product should all be taken into consideration. ☐ ☐
17. When we talk of "Culls" we are referring to medium sized oysters. ☐ ☐
18. Some varieties of mayonnaise are Mustard Mayonnaise, Cheese Mayonnaise, Ravigotte Mayonnaise, Savory Mayonnaise and Banana-Nut Mayonnaise. ☐ ☐
19. Left-over specials, though a necessity, are extremely hard to sell. ☐ ☐
20. The duty of the National Soda Fountain Advisory Board was to look over the material contained in this book and pass on it. ☐ ☐

IMPORTANT

This Examination Paper must be signed and mailed NO LATER THAN JANUARY 15th, 1943.

Mail it Direct to

MAL PARKS
SODA FOUNTAIN HANDBOOK
572 Madison Ave. - New York, N. Y.

SIGNED ....

POSITION ....

★ STORE OWNER SIGN BELOW ★

NAME ....

COMPANY ....

ADDRESS ....

CITY ....

★ SODA FOUNTAIN COST CONTROL FORM FOR DECEMBER, 1942 ★

© MAL PARKS

FOUNTAIN ITEMS ↓	DATE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	MONTHLY TOTALS ↓
	DAY																																
LUNCHEONETTE ITEMS ↓																																	
MISCELLANEOUS ↓																																	
TOTAL PURCHASES																																	
DAILY SALES																																	
GROSS PROFIT																																	

FOOD COST → STATEMENT

SALES ....$....................100%
Last Month's Inventory ......$.................... %
Food Bought This Month ....$.................... %
Add to make the TOTAL ....$.................... %
This Month's Inventory ......$.................... %
Subtract from Total to make Food Cost This Month ....$.................... %
Subtract from Sales Total to make Gross Profit This Month ....$.................... %

OPERATING COST → STATEMENT

GROSS PROFIT THIS MONTH .$.................... % of Sales
Rent ....$.................... % of Sales
Light, Heat, Gas, etc. ....$.................... % of Sales
Water, Power, etc.$.................... % of Sales
Depreciation and Amortization ...$.................... % of Sales
Miscellaneous ....$.................... % of Sales
Wages ....$.................... % of Sales
Supplies (Linen, etc.) ....$.................... % of Sales
TOTAL ....$....................
(Subtract this from Gross Profit to make)
NET PROFIT....$.................... % of Sales

Physical Inventory Survey

What the Following Pages Are:

How does your fountain measure up in the modern tools necessary for greater profits, better service and increased efficiency?

Because very few soda fountain owners actually *know* whether or not their fountains are over-equipped or under-equipped, we are asking you to fill in the answers to the questions on the following pages immediately. After you have answered the questions, tear them out and send them to me, in care of SODA FOUNTAIN HANDBOOK, and we will analyze them for you in order that you may compare the equipment you have with what we know should be on your fountain.

*

Why They Are Valuable to You:

Here is how this questionnaire can be doubly valuable to you. When you fill out the questions on the following pages, make a copy for yourself. Use it as your semi-annual, physical inventory check-list so that after we return our analysis of your equipment to you, you will never again have to wonder whether or not you have the right type of equipment; whether or not you have either too much or too little equipment; and whether or not your equipment is exactly right for your size fountain. Use it every six months when you inventory the equipment on your fountain.

*

How to Fill Out the Questionnaire:

The questionnaire is designed to make it easy for you to fill out. For example, under EQUIPMENT let us take a fruit juice extractor. Under MAKE you will put in the manufacturer's name. Under TYPE you will simply put whether it is an electric reamer or hand-operated pressure type. Under WHEN PURCHASED you should put in the month and year as closely as you can remember.

*

These questionnaires will be held strictly confidential and no one else will see them except the staff of SODA FOUNTAIN HANDBOOK. You can fill them out freely and honestly, sign your name and mail them to us without any apprehension. Our purpose is solely to bring you an accurate and authoritative analysis of the physical equipment standards on your own fountain.

Mal Parks

Equipment Inventory Survey

EQUIPMENT	MAKE	TYPE	HOW MANY	WHEN PURCHASED
Fruit Juice Extractor				
Malted Milk Mixers				
Cash Register				
Check Machine				
Toaster				
Broiler				
Grill				
Steam Table				
Griddle				
Gas Plate				
Food Warmer				
Malted Milk Dispenser				
Coffee Urn				
Glass Coffee Maker				
Automatic Cream Dispenser				
Hot Water Urn				
Whipped Cream Dispenser				
Hot Fudge Warmer				
Crushed Fruit Holders				
Cake Stands				
Pastry Display Cases				
Straw Holders				
Napkin Holders				
Cone Dispenser				
Milk Pump				
Waffle Iron				
Lime Squeezer				
Back-Bar Soup Kitchen				
4-oz. Monkey Dishes				
Dinner Plates				
Sandwich Plates (6¼″)				
Cereal and Soup Bowls (6″)				
Individual Baking Dishes				
Custard Dishes				
Bean Pots				
Individual Tea Pots				
6-oz. Cereal Pitchers				
Mustard Pots				
7-inch Salad Plates				
Sugar Bowls				
Salts and Peppers				
4-oz. Maple Syrup Pitchers				
6-oz. Coca-Cola Glasses				
4-oz. Fruit Juice Glasses				
8-oz. Water Tumblers				

EQUIPMENT	MAKE	TYPE	HOW MANY	WHEN PURCHASED
10-oz. Soda Glasses				
12-oz. Soda Glasses				
4-oz. Sherbet Dishes				
Sundae Dishes				
Long Handle Soda Spoons				
Sundae Spoons				
Large Soup Spoons				
Boullion Soup Spoons				
Dessert Spoons				
Teaspoons				
Forks				
Knives				
Banana Split Dishes				
Tulip Sundae Dishes				
ICE CREAM SCOOPS				
Number 30				
Number 24				
Number 20				
Number 16				
Number 12				
Number 10				
Ice Cream Spade				
Shaved Ice Chopper				
Shaved Ice Scoop				
Electric Mixing Machine				
Small Hand Whipper				
Fruit Juice Strainer				
Ice Cream Cabinets				
Carbonaters				
Electric Fan				
French Fry Kettle				
Hot Plate				
Hot Cups				
Coca-Cola Dispenser				
Ginger Ale Dispenser				
Root Beer Dispenser				
Menu Holders				
Soda Holders				
Pop Corn Machine				
Slicing Machine				
Sundae Holders (paper)				
Iced Tea Dispenser				
Glass Washer				
Dish Washing Machine				
8-oz. Cups				
6-inch Saucers				
Individual Creamers				

Small Equipment

Check √ if You Have the Items Listed ★ Mark X on Those You Do Not Have

Carving Board ☐
Bottle Opener ☐
Bread Storage Box ☐
Heavy Duty Egg Slicer ☐
Large Size Funnel ☐
Large Size Grater ☐
Steel for Sharpening Knives ☐
Grapefruit Knife ☐
Paring Knife ☐
10-Inch Butcher Knife ☐
7-Inch French Knife ☐
10-Inch French Knife ☐
12-Inch Roast Beef Slicer ☐
8-Inch Spatula ☐
Dust Pan ☐
Roast Pan ☐
4-Qt. Pitcher ☐
Cast Iron Skillets ☐
Aluminum Skillets ☐

15-Inch Wooden Chopping Bowl ☐
8-Qt. Crockery Mixing Bowl ☐
Glass Storage Bowls ☐
Long-Handled Wire Sink Brush ☐
Milk and Syrup Pump Brush ☐
Deck Brush for Scrubbing Floors ☐
Wire Brush for Scrubbing Vegetables ☐
Heavy Weight Corn Broom ☐
Large Galvanized Garbage Can ☐
Small Garbage Can for Counter ☐
Heavy Duty Can Opener ☐
Long-Handled 16-Inch Meat Fork ☐
Perforated Egg Turner ☐
Heavy Duty Mop ☐
25-Lb. Grocery Scale ☐
Mop Bucket ☐
Mop Wringer ☐
Pie Servers ☐
Ice Picks ☐
First Aid Kit ☐

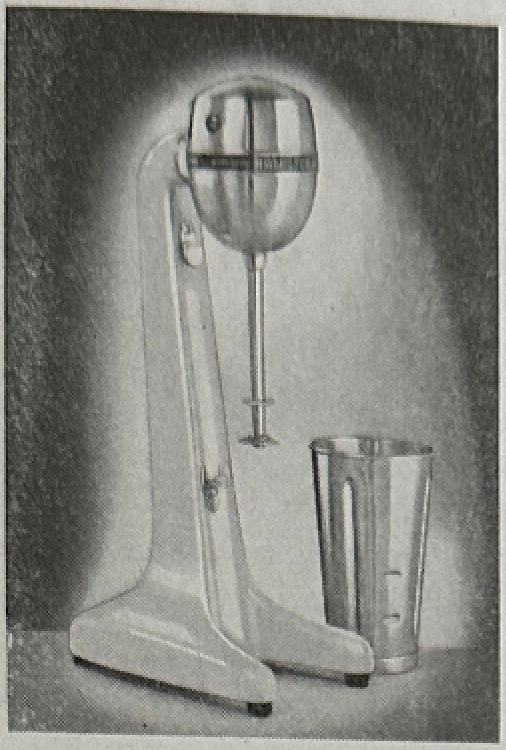
Number of employees on fountain ....
Number of stools on fountain ....
Number of seats at tables ....
Number of seats at booths ....
Make of fountain ....
When purchased ....
Do you serve luncheonette items? ....
Approximate number of customers served each day ....
When was store front last modernized? ....
When was new linoleum installed? ....
Do you still have the original fountain top? ....
If not, what material do you now have? ....
How many gallons of ice cream per year do you sell? ....

In the space below write any additional, special information that you feel will aid us in analyzing your questionnaire.

My name is .... **Position** ....
Store name is ....
Address ....
City .... **State** ....

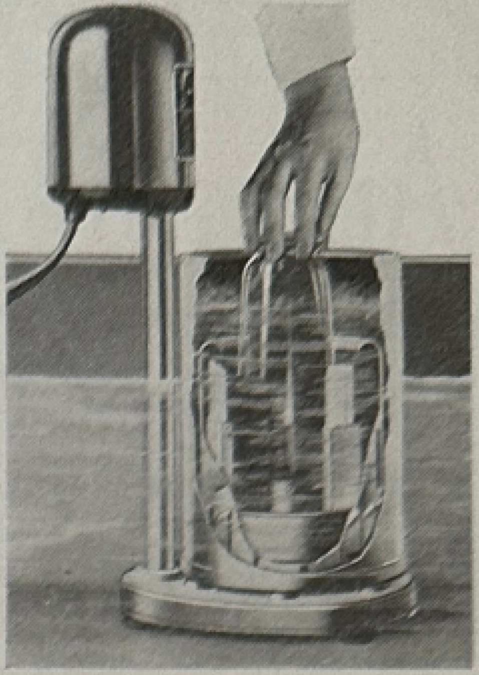
HAMILTON BEACH SODA FOUNTAIN EQUIPMENT

DRINKMIXERS



WHAT THEY MEAN TO DRINK PREPARATION: Good mixed drinks bring customers back . . . build repeat volume . . . increase profits. But a mixed drink cannot reach its peak of perfection in taste, smoothness and volume unless it is aerated to its maximum. Hamilton Beach drink mixers make the finest drinks possible. Their "4-fold aerators" thoroughly blend all ingredients and whip in air for a tastier, smoother, bigger drink. A battery of Hamilton Beach mixers is your best advertisement for good mixed drinks. IT SELLS 'EM . . . THEN SERVES 'EM.

GLASSWASHERS

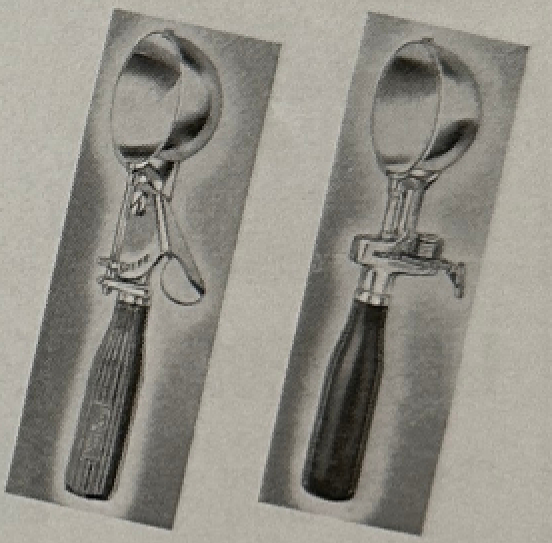


WHAT THEY ADD TO YOUR SERVICE: A good product deserves a good package; that's why your drinks should be served in sparkling clean glasses. *Only scrubbing* will thoroughly clean glassware . . . it takes more than mere dousing or spraying to remove lipstick, grease and film. A Hamilton Beach motor-driven brush glasswasher *scrubs* each glass 15 *times a second*—inside and outside—in one operation. One machine will take care of the largest fountain—with average savings of 65% in time; 30% in labor costs; 37% in breakage; plus elimination of toweling.

JUICE EXTRACTORS

HOW THEY ADD TO FOUNTAIN PROFITS: Capitalize on public acceptance of citric juices. Your customers will buy more if you serve fresh juice, extracted from the fruit right before their eyes. A Hamilton Beach pressure type juice extractor is a salesman and a profit-maker. It *gets all the juice* faster, free from seeds or coarse pulp. Strainer cone and funnel can be removed, cleaned and replaced in a jiffy, adding to the ease and speed of operating a Hamilton Beach—especially when changing from limes or lemons to oranges.

DISHERS



HOW THEY INCREASE PROFITS AND ADD TO CUSTOMER SATISFACTION: Dishers designed to give accurate measure, combined with correct dipping methods, will give maximum serving per gallon and increase your "gross" profit. The sharpened bowl edges of Hamilton Beach dishers easily cut through hard ice cream—reduce shrinkage . . . give your customers full, accurate measure. Also, the cost of salads, mashed vegetables, chopped meats, etc., can be controlled with these accurate measure dishers.

DEPENDABILITY IS BUILT INTO HAMILTON BEACH EQUIPMENT

Into each piece of Hamilton Beach equipment goes the experience gained in over 30 years of research, engineering and manufacturing. Every motor used in Hamilton Beach is designed especially for its specific purpose and precision built in our own factory by experts, who specialize in fine motors. The enviable reputation established by these famous motors has been proved by their use in more than 6 million Hamilton Beach appliances.

The name "Hamilton Beach" is your assurance of the finest quality and highest value obtainable.

Write for interesting booklets on "HOW TO MAKE BETTER MIXED DRINKS" and "NEW MIXED ICE CREAM DRINKS" including formulae, directions and merchandising suggestions.

HAMILTON BEACH COMPANY
Division of Scovill Manufacturing Company
RACINE, WISCONSIN

CARING FOR YOUR HAMILTON BEACH EQUIPMENT

Now, with new equipment hard to get, it is important that you give *your* equipment the care it deserves. The greater its use, the more often it should be checked and serviced. For example, a drinkmixer that mixes 100 drinks a day requires more frequent attention than one that mixes 100 drinks a week. Check your equipment regularly—it will add many hours to its serviceability.

Inspect the carbon brushes of motors frequently—and replace when worn to ¼ or ⅜ inch. *Never let them wear all the way down.* Replacements should be with Hamilton Beach brushes—specially designed for these high-speed motors. Be careful to keep water out of motor housing when cleaning. An occasional factory checkup will lengthen your motor life.

Keep the scrubbing brushes of your glasswasher clean and have enough sets to make frequent changes and allow brushes to dry thoroughly between usings.

Keep all parts of your juice extractor clean and free from dried juices. A drop of oil on gears, at regular intervals will increase operating efficiency.

Dishers too, should be kept clean and used only for dishing. Scraper blade assemblies can be easily taken apart for cleaning and service. You can do it yourself in a few minutes.

For complete information on the care of all Hamilton Beach equipment write for Service Bulletin Number F-142.

NOW! sensational Newspaper Ad series BUILDS FOUNTAIN LUNCH Business

Amazing **New Idea** in Fountain Promotion includes 3 BRAND NEW FEATURES

RUN THIS AD IN YOUR NEWSPAPER...INCREASE YOUR BUSINESS 22%

SHOPPER'S SNACK

LUNCHEON SPECIAL

Will make you "Smack" your lips for more . . **40¢**

FRESH FRUIT CUP
GRILLED CREAM CHEESE and OLIVE SANDWICH—OPEN STYLE
HOT FUDGE SUNDAE
COFFEE or TEA

STORE NAME

HERE'S an easy, simple way to build profitable fountain and luncheonette business for 1942, with an entirely new and scientifically planned promotional campaign that is sweeping the country like wildfire. Planned and created by leaders in the advertising and marketing world . . . tested out and proven under actual business conditions . . . this amazing campaign has boomed fountain volumes to new, all-time highs for hundreds of druggists, independent fountain and luncheonette shops and department store fountains. And, above all, the entire cost of this scientifically proven, fountain-sales campaign is AMAZINGLY LOW.

Complete in every detail, this promotion was planned by experts to insure you a fair profit. It keeps your fountain customers delighted and satisfied . . . so satisfied that they will come back to your fountain again and again bringing their friends with them. Truly the most unique, business-getting plan of all time . . . ads that pull . . . sales-tested menus planned by the foremost food experts . . . menus in which your gross profit has been considered at all times, and featuring healthful and satisfying foods which will make your fountain customers cry for more. Here are the facts leading to the accomplishment of this sensational selling plan.

These three basic selling ideas have been conceived by the best advertising brains in the United States today:

A. A series of 13 entirely new and different newspaper ads have been designed and created by well-known advertising men, artists and famous illustrators. Their combined creative efforts have produced ads which for unusual design, attention-getting eye appeal and forceful illustrations could not be duplicated except at great cost. Designed in a variety of sizes ranging from 4 inches to 8 inches, these powerful ads are not too large . . . not too small . . . yet just right to catch the eye and to hold the reader's interest . . . Interest which will be turned into ACTION and MORE FOUNTAIN SALES for you.

B. Each ad presents a tempting, sales-tested menu, carefully and painstakingly planned by the world's foremost dieticians, budget experts and food specialists. Menus have been provided for all possible occasions . . . light luncheons . . . fountain treats, hasty tasties, afternoon shopper's specials, after-theatre treats and innumerable others. These menus will provide much needed variety in your daily bill of fare. While unusual, different and enticing, the menus are not difficult to prepare. Each step is clearly outlined and explained. Time saving short cuts in serving have also been suggested. Every possible step to insure an increased volume of fountain sales has been taken . . . the sales-tested menus . . . the preparation of the foods . . . and the attractive, forceful ads that will sell these menus to your fountain customers. Nothing is lacking to make this the best fountain sales campaign in a decade.

C. So that you may see easily and clearly just how you make 50% to 60% gross profit on each of these sales tested menus, a market analysis of current food costs has been made by market research experts. This breakdown of food costs is sent to you complete with each of these unusual menus. An amazing research achievement which has resulted in 50% to 60% GROSS PROFITS for you.

THE above illustrated fountain ad is one of the many ads tested by thousands of druggists. All who tested this ad and other ads in the series praised them most highly as top-notch business producers. One druggist, enthusiastically praising it, said, "This SHOPPER'S SNACK ad is the best fountain ad I have ever run. In one single day it increased my fountain volume 22% and my gross profit was never less than 50%. My customers certainly did go for that menu." **Here is the cost breakdown on this ad.:**

FRUIT CUP, 4c—SANDWICH, 7½c—SUNDAE—No. 2 DIPPINGS @ $1.10 A GALLON, 4½c—1¼ OZ. TOPPING, 1½c.—COFFEE OR TEA, 2½c.

Total Cost—20¢ or 50% Gross Profit!

Send no Money! WE WILL SEND YOU THE ENTIRE CAMPAIGN AT OUR RISK!

Just fill out the coupon below and we'll send you the complete campaign. If you are not completely satisfied after it arrives, simply return it and there will be no charge. You must be satisfied or the campaign costs you NOTHING!

FOUNTAIN PROFIT!
RUSH COUPON TODAY!

No more Fountain Flops or Food Wastes with this unique promotional campaign

UNITED ADVERTISING SERVICES
205 N. MICHIGAN AVE.
CHICAGO, ILL.

Send me your Fountain Ad Series, Menus and Cost Breakdown with the understanding I can return the campaign in 7 days if I am not satisfied and you will cancel all charge. If I do not return the ads in 7 days I will remit full payment of only **$10.00** to you upon receipt of your invoice.

NAME OF STORE ....
INDIVIDUAL ....
ADDRESS ....
CITY .... STATE ....

(Paste label here if you wish)

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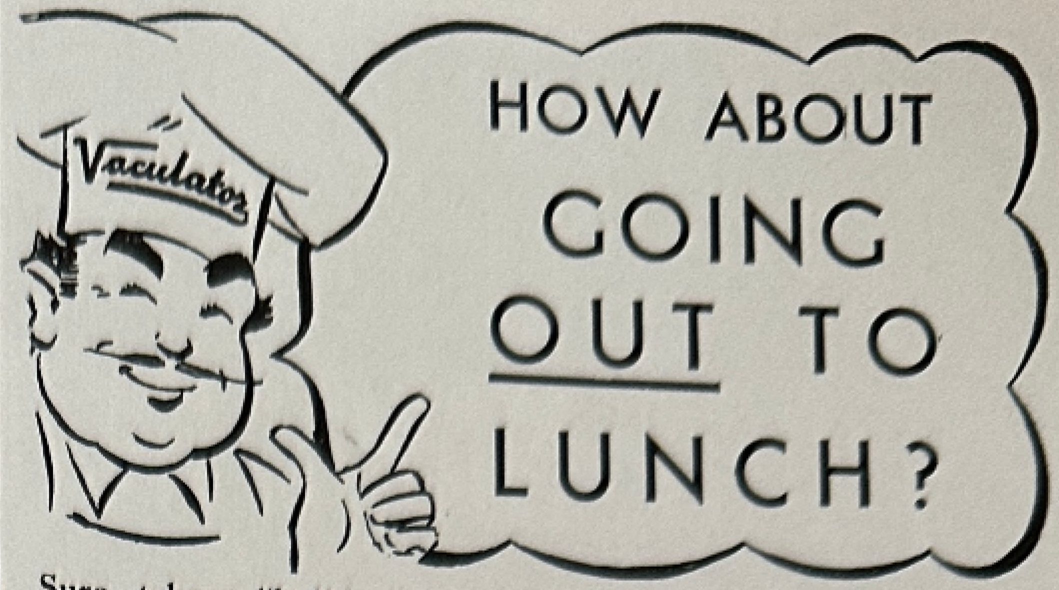
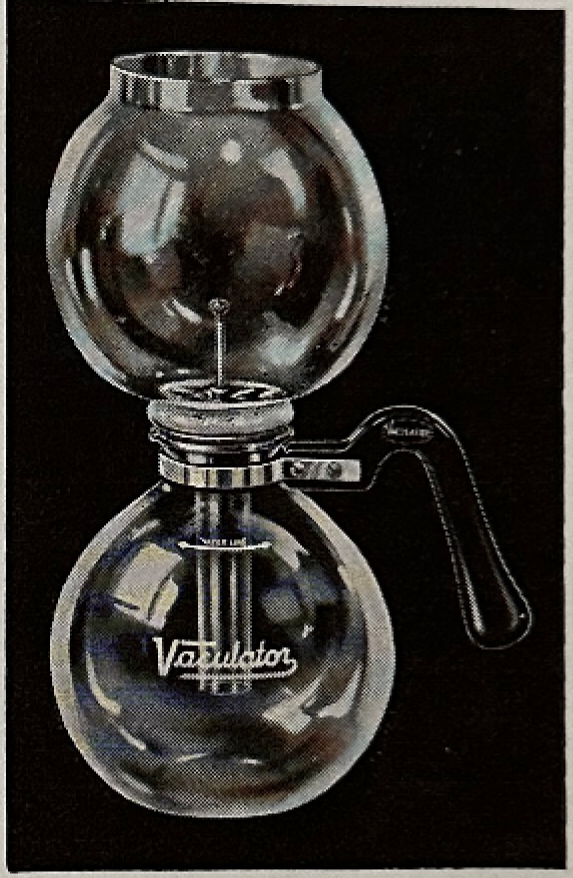

Vaculator
HOW ABOUT GOING OUT TO LUNCH?

Sure, take a "holiday" and lunch with your competitor. It will give you the "outside-looking-in" angle for checking and comparing coffee flavor. You may be using the finest blends, but there's MORE to "flavor-in-the-cup" than the coffee itself. The EQUIPMENT you use plays an all-important part in the finished drink—is the difference between success and failure.

Why take chances with the "*most important item on the menu?*"



Brew as the foremost fountain operators do —in "VACULATOR," the *original* commercial brewing equipment. "VACULATOR" is more economical, too. No dumping, no waste, more cups to the pound — and *EVERY* cup *UNIFORMLY* delicious and fragrant. It's the secret of coffee-success. You don't have to be "lucky" to make good coffee. Be profitwise and brew in "VACULATOR" to build a reputation for "the best coffee in town"!

☆

The BEST Glass Coffee Brewer BECAUSE:

LESS BREAKAGE!
Users report up to 50% savings!

SPEEDS UP SERVICE!
Serve coffee from many stations

SAVE ON CREAM!
Crystal clear coffee requires less cream

MAKES *GOOD* COFFEE *BETTER*

Write Today for New "VACULATOR" Catalog

HILL-SHAW CO. — 311 No. Desplaines St. — CHICAGO

KEEPS COFFEE FLAVOR IN THE CUP!
DON'T SAY: "Glass Coffee Maker". SAY-
Vaculator
-And Be FIRST With The BEST!

Genuine SILEX
GLASS COFFEE MAKER
TRADE MARK REGISTERED U S PAT OFF

FIRST NAME IN THE GLASS COFFEE MAKER INDUSTRY

first *in performance!*

Brews perfect coffee every time! No muddy sediment or bitter dregs to spoil taste . . . Keeps customers coming back for more!

first *in quality!*

Stainless steel range bodies give extra long wear, clean easily. Minneapolis Honeywell Solenoid valves automatically control water . . . plus other exclusive Silex features!

first *in economy!*

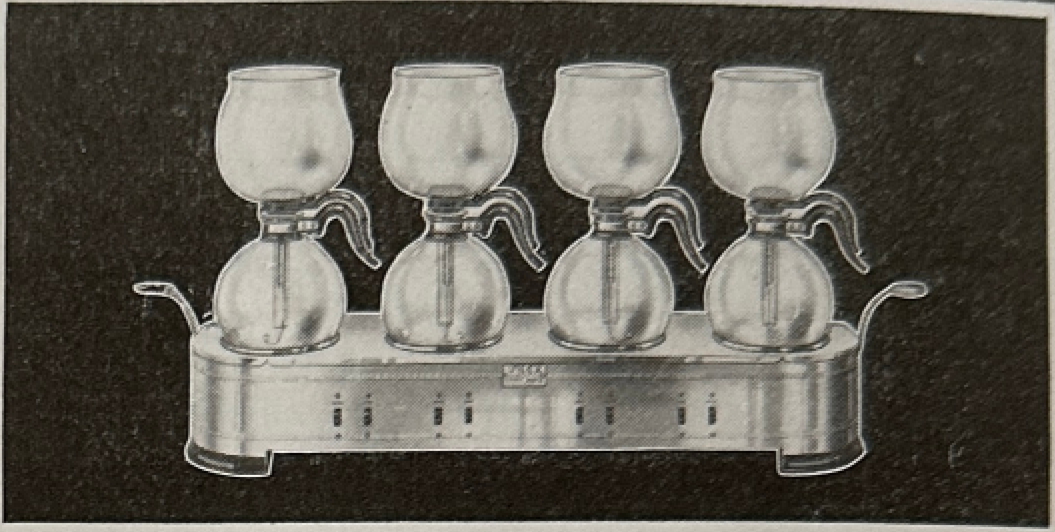
Saves coffee — no dumping, extra cups per pound! Saves cream — coffee is light, clear, not bitter! Brews fast, saves fuel!

first *in convenience!*

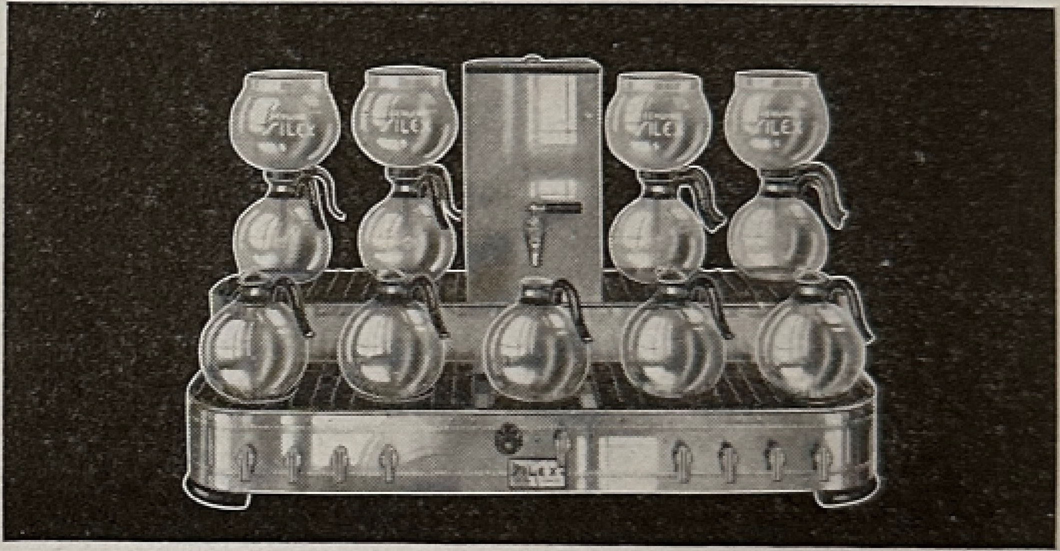
Anyone can use a Silex — no one can muff it! Cool, quick-service handles. Easy to clean glassware, easy pouring!

no wonder Silex is first *in sales!*

Yes . . . Silex leads the industry because results count! Better coffee means better business — and Silex brewed coffee is tops!
Give your customers this extra satisfaction . . . give yourself extra profits . . . Switch To Silex Today!

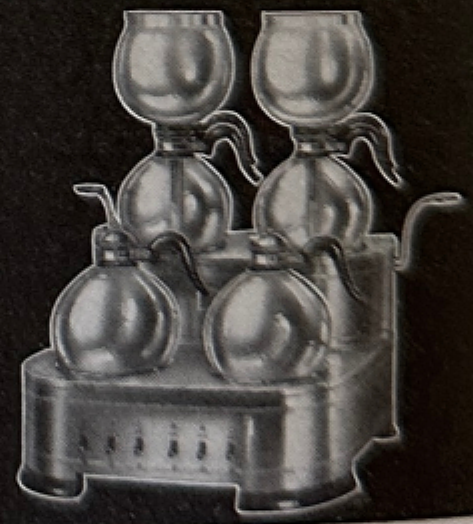


ROYAL ELECTRIC MODELS
Stainless steel range body, chrome plated steel top and cups. All elements are combination high-low — 660-90 watts. Each element both brewer and warmer. Complete glassware furnished for each burner. Supplied with two movable bowl brackets — one on each end — for holding upper bowls. 2, 3, and 4 unit sizes.



TANK MODELS — Gas and Electric. Stainless steel range body, inner and outer tank shell. Gas model has burner grids and tank drip cup in black baked porcelain finish. Tank burner designed for 11,000 b.t.u. per hour in continuous operation. For low heat operation in off peak period only 1350. Tank has water line strainer for removal of foreign matter from water. Water level controlled with Minn. Honeywell Solenoid valve. Chrome plated, no drip, quarter turn faucet. Thermostatic temperature control adjustable from 140° to 190°. Line to drain eliminates overflow danger. Capacity of tank four gallons. Electric model 660-90 watt upper tier — 90 watt lower tier. 4 and 8 unit sizes.

**TERRACE MODEL —
GAS AND ELECTRIC**
Stainless steel range body, top of chrome plated steel. Produced in four unit size only, with four combination brewing and warmer ports, 5000-400 b.t.u. per hour on each for gas. Each burner provided with automatic ligther. Electric model 660-90 watts each port. Supplied with two complete sets of glass and two decanters. Extra glassware available at additional cost.



for **MORE BUSINESS** and **MORE PROFITS**

Switch to Genuine SILEX
GLASS COFFEE MAKER
TRADE MARK REGISTERED U S PAT OFF

THE SILEX COMPANY, HARTFORD, CONN., CREATORS OF THE GLASS COFFEE MAKER INDUSTRY

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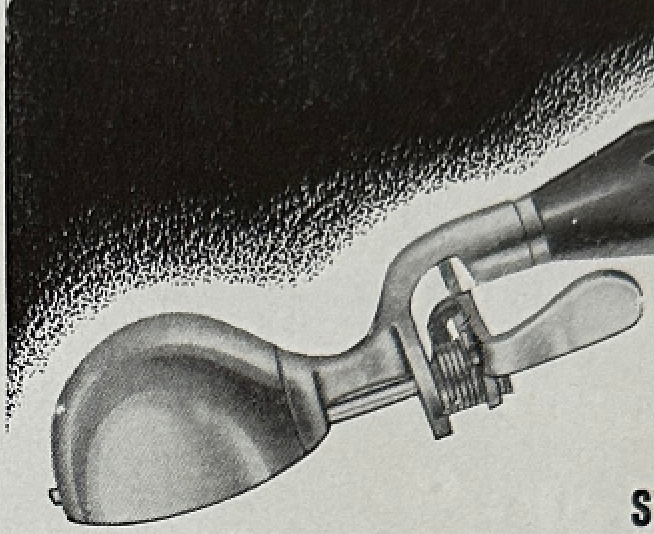
Designed for
SERVICE!

NEW BENEDICT
Demountable DISHER



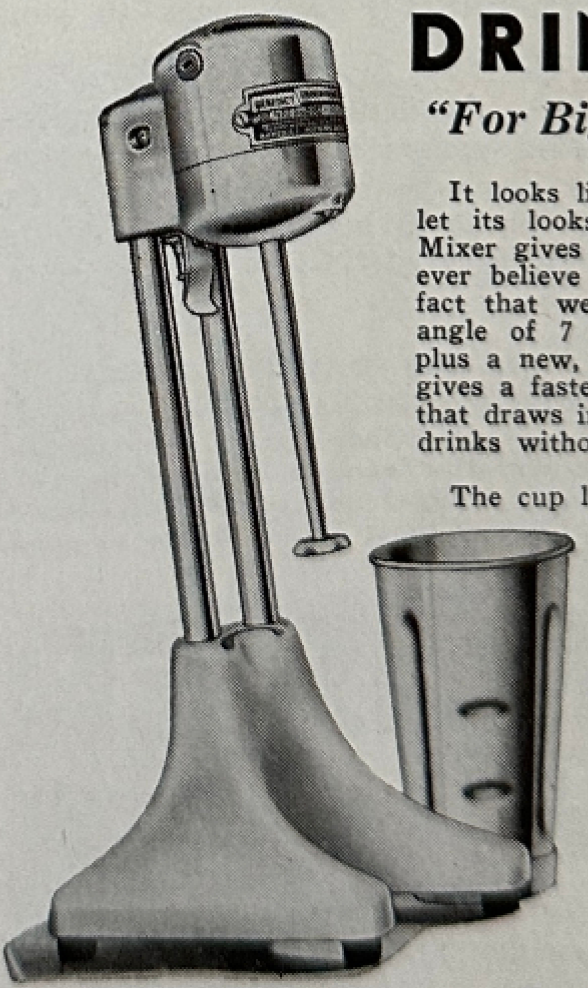
HAS NO GEARS
CLEANS EASIER
STAYS CLEAN LONGER

Here's a disher that's really built to take it! Extra-heavy construction—streamlined design—*no gears*—nothing to get in the way—nothing to catch or hold particles of cream—nothing to jam or wear out quickly! This new Benedict Gearless Disher will bring new cleanliness to your fountain . . . will give you many years of faster, more efficient service.

It's easy to clean and *stays clean longer!* Open construction permits sterilization simply by immersing in boiling water. Demountable feature—by removing only one cotter pin, you can take disher apart and assemble it again in 60 seconds. Made in a full range of sizes, with both wood and bakelite handles.

New!—**BENEDICT DRINK MIXER**

"For Bigger-Looking Drinks"



It looks like an ordinary mixer—but don't let its looks fool you. This new Benedict Mixer gives bigger-looking drinks than you'd ever believe possible! The secret lies in the fact that we've tipped the rotor shaft to an angle of 7 degrees. This 7-degree angle—plus a new, improved turbine-type agitator—gives a faster, more thorough, stirring action that draws in more air—fluffs up the heaviest drinks without spashing.

The cup locks in the support with an easy one-hand movement. Powerful, high-speed motor starts automatically . . . stops when cup is removed. This new Benedict Mixer is a sturdy, precision-built machine that will give you years of dependable day-in-day-out service. Smartly finished in heavy chrome plate with a porcelain-enamel base in your choice of verdant green, ivory or black.

★ Get these two new Benedict items at your supply house. Prices are still low, but we may be compelled to raise them in the near future — so send your order today!

Save up to 50% on silver service! Write for Indestructo No. 12 Catalog, showing complete, money-saving Benedict line.

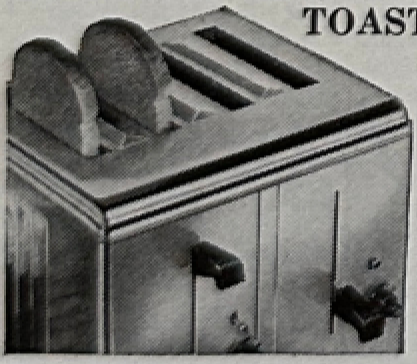
BENEDICT
MFG. CO.
Dept. SFH
East Syracuse, N. Y.

Great Business Grew from a TOASTED SANDWICH!

A little thing like a toaster can become *the biggest thing in your business!* Other successful operators have proved it—have found fame and fortune by *featuring* toast . . . *displaying* the toaster . . . *merchandising* toasted specialties. All it takes is a little showmanship . . . and it works every time!

For example, take the toasted 3-decker—a simple specialty and a *proved* profit maker. Choose a few variations (you'll find suggestions in our NEW free recipe book), make them where people can watch, give them distinctive names and feature them regularly. Folks will have "something-to-remember-you-by" . . . and they'll come back to you, again and again.

But be sure to give them the deliciously crisp tender-center Toastmaster toast that makes these sandwiches so popular . . . and be sure to keep your costs low by using the famous current-saving, bread-saving, and time-saving TOASTMASTER TOASTER.



FEATURE TOAST FOR VIGOR!

Toast brings quick energy because toasting changes starch into dextrin, normally the first digestive function. Some of the crust is also changed into a form of sugar—that's why toast always tastes so good.

TOASTMASTER

REG. U. S PAT. OFF.

FULLY AUTOMATIC POP-UP TYPE

TOASTER

McGRAW ELECTRIC COMPANY
Toastmaster Products Division, Dept. SFH, Elgin, Ill.
☐ Send new free recipe book "Toast-ways to Profit."
☐ Send information about . . .-slice Toastmaster Toasters.
Name..........
Business..........
Address..........
City.......... State..........

McGRAW ELECTRIC COMPANY, Toastmaster Products Division, Elgin, Illinois, manufacturers of "Toastmaster" trade-marked, fully automatic Toasters, Bun Toasters, Roll and Food Warmers, Waffle Bakers. **SOLD BY LEADING FOOD SERVICE EQUIPMENT DEALERS**

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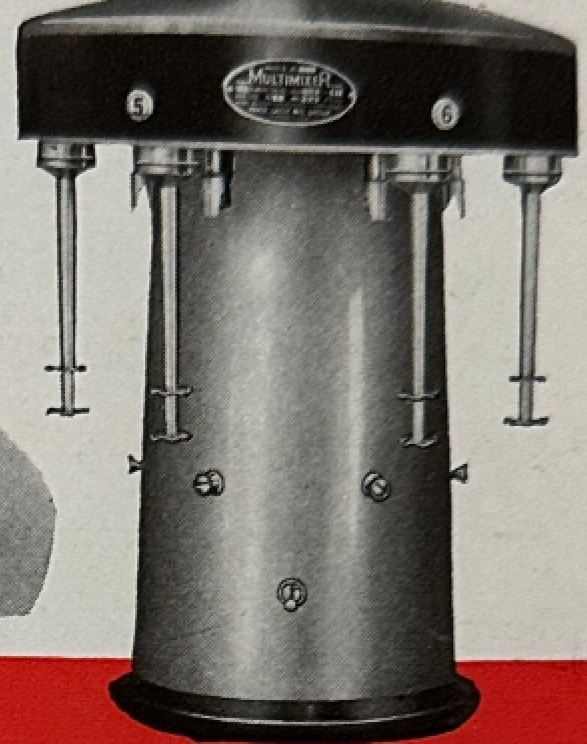

MALT-A-MIXER CO.
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Add tone and distinction to your fountain service

Whatever the size of your establishment, whatever the type of service—you will add distinction to your business, at reasonable cost, if you select your menu covers from our large variety of designs and styles.

Pix Menu Covers are made of Cellulose-Acetate which resists fire if brought into contact with lighted matches or cigarettes—so they're safer to use than ordinary celluloid covers. They last at least twice as long, too, because they resist scratches and scuffs of daily use. Unusually attractive embossed fabricoid designs.

MENU
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Here's why Dole Pineapple Juice from Hawaii, U.S.A. is a popular fountain item

Well Known. Dole Hawaiian Pineapple Juice is one of the most popular fruit juices in America. It has millions of regular users. Your fountain customers know and like it.

Genuine Fruit Juice. Dole Hawaiian Pineapple Juice is the genuine juice of sun-ripened pineapples grown on the Dole plantations in Hawaii. Perfect control of growing and harvesting insures uniform flavor and quality the year 'round.

Nutritious. Dole Hawaiian Pineapple Juice is a good source of Vitamins B_1 and C. The vitamin assays and recommendations, as indicated in the chart below, have been accepted by the Council on Foods and Nutrition of the American Medical Association.

Convenient. Dole Hawaiian Pineapple Juice is easy to handle in soda fountains. Suggestions for serving are indicated below.

Nationally Advertised. Dole Hawaiian Pineapple Juice is continuously advertised in leading national magazines. Attractive fountain display material is free for the asking. Write to Hawaiian Pineapple Co., Ltd., 215 Market St., San Francisco.

This chart indicates what Dole Hawaiian Pineapple Juice contributes to daily allowances for specific nutrients recommended by the Committee on Food and Nutrition of the National Research Council. The left-hand column gives the recommended amounts. The right-hand column represents the percentage of recommendations found in a 6-oz. serving of Dole Pineapple Juice.

	VITAMINS			
	THIAMIN B_1		ASCORBIC ACID C	
	Rec. N.R.C. Mgs.	Dole %	Rec. N.R.C. Mgs.	Dole %
AVERAGE MAN 154 lbs.				
Moderately active	1.8	17	75.	16
Very active	2.3	13	75.	16
Sedentary	1.5	20	75.	16
AVERAGE WOMAN 123 lbs.				
Moderately active	1.5	20	70.	17
Very active	1.8	17	70.	17
Sedentary	1.2	25	70.	17
Pregnancy	1.8	17	100.	12
Lactation	2.3	13	150.	8
CHILDREN				
1- 3 years	.6	50	35.	34
4- 6 years	.8	38	50.	24
7- 9 years	1.0	33	60.	20
10-12 years	1.2	25	75.	16
GIRLS				
13-15 years	1.4	22	80.	15
16-20 years	1.2	25	80.	15
BOYS				
13-15 years	1.6	19	90.	13
16-20 years	2.0	15	100.	12

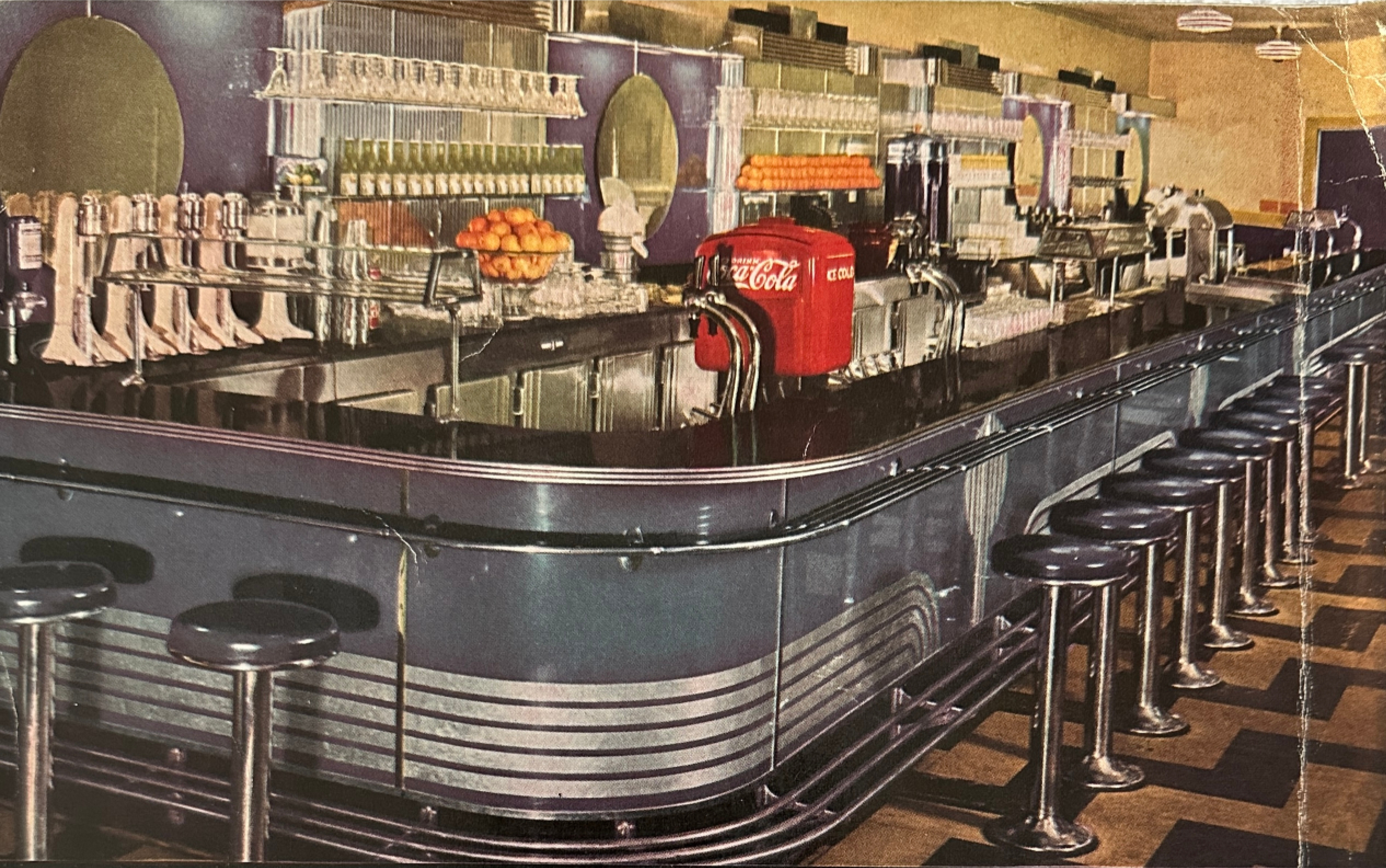
DOLE
PINEAPPLE JUICE

Dole Hawaiian Pineapple Juice comes in cans of several convenient sizes. In using the larger sizes, it is recommended that after opening, the contents be kept in a capped container in the refrigerator. Shake the juice before serving and serve with or without cracked ice. Following are the various sizes of the cans and their contents.

Buffet	7½ fluid ounces
211 Cyl.	12 fluid ounces
#2	18 fluid ounces
#5	47 fluid ounces
#10	96 fluid ounces

In your fountain menus, feature Dole Hawaiian Pineapple Juice with breakfast and luncheon dishes. Of course, Dole Hawaiian Pineapple Juice is particularly popular as a refreshing drink between meals. It is easily assimilated and contains quickly available food energy.

Dole Hawaiian Pineapple Juice is produced and packed in Hawaii by the Hawaiian Pineapple Company, Ltd. Other Dole Pineapple Products are Sliced, Crushed, Tidbits, "Gems," and "Royal Spears." Every one of these delicious products can be profitably used in salads, desserts, and other dishes designed for fountain service.



With the SUPER-SODA Draft Arm . . .
Customers notice the difference at once!

Before you buy any fountain, see the patented SUPER-SODA Draft Arm in action! It is the greatest money-maker at the fountain. It enables you to serve carbonated drinks with so much more pep and sparkle that patrons notice the difference at once. They come back again and again. Only Bastian-Blessing offers the SUPER-SODA Draft Arm which is ONLY ONE of the fountain's outstanding improvements. Ranking with it are numerous other features that simplify maintenance . . . reduce your operating costs and increase fountain sales by improving the quality of your product and service. For more business and more profit . . . investigate Bastian-Blessing.

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